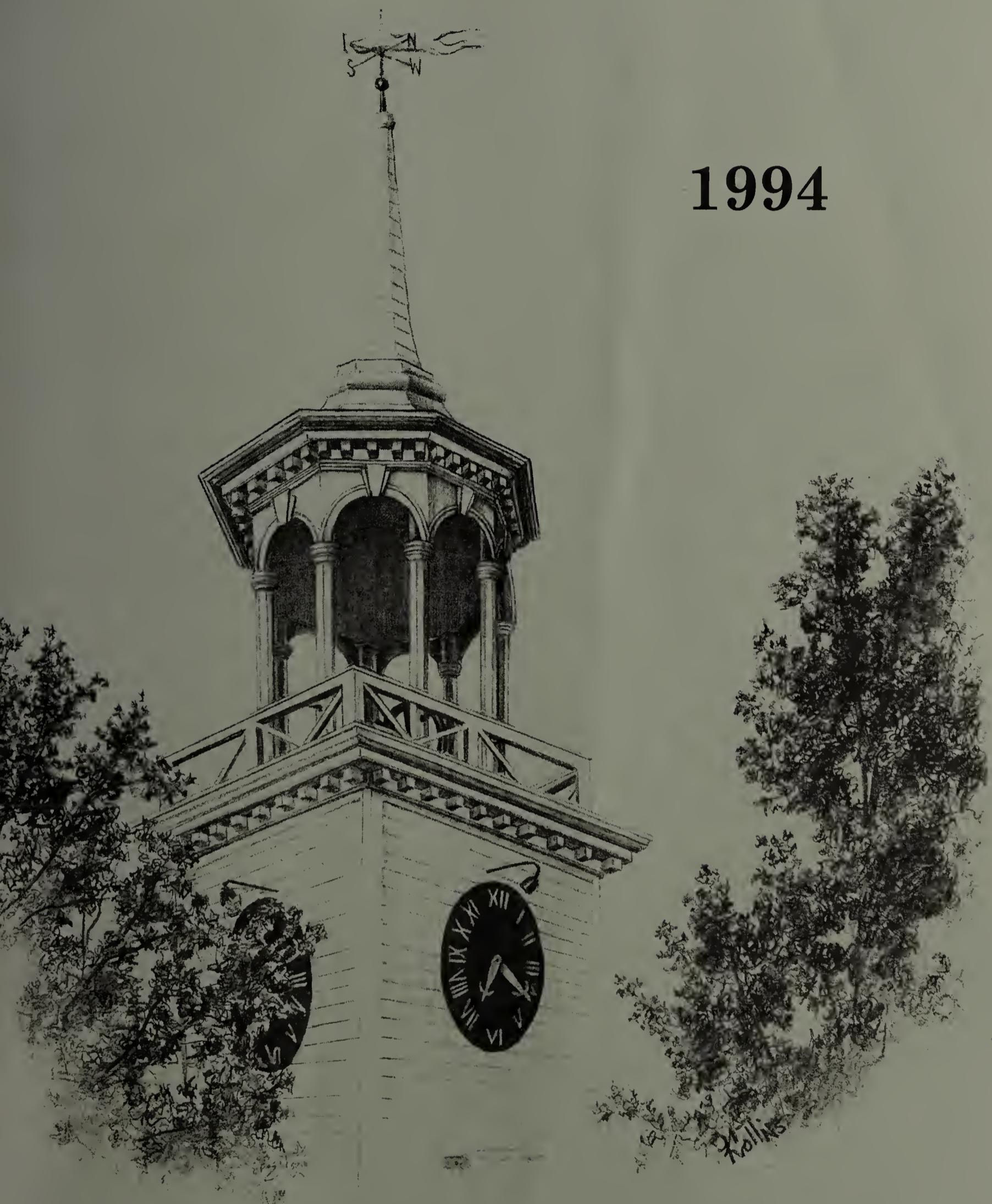


ANNUAL TOWN REPORT

1994



TOWN OF WESTFORD

TOWN OFFICES

Offices open Monday through Friday

Offices in Town Hall

8:00 AM - 4:00 PM
Tues. 8:00 AM - 7:00 PM

Cemetery Department
Fairview Cemetery Office

7:00 AM - 3:30 PM

Fire Department
51 Main Street
Office Hours

7:00 AM - 4:30 PM

Housing Authority
65 Tadmuck Road

9:00 AM - 1:00 PM

J.V. Fletcher Library
50 Main Street

Labor Day - June
Monday 1:00 PM - 9:00 PM
Tues - Thurs 10:00 AM - 9:00 PM
Friday 1:00 PM - 5:00 PM
Saturday 10:00 AM - 5:00 PM
July - Labor Day
Monday 1:00 PM - 8:00 PM
Tues - Thurs 10:00 AM - 8:00 PM
Friday 1:00 PM - 5:00 PM

Police Department
53 Main St.

Office Hours
9:00 AM - 5:00 PM

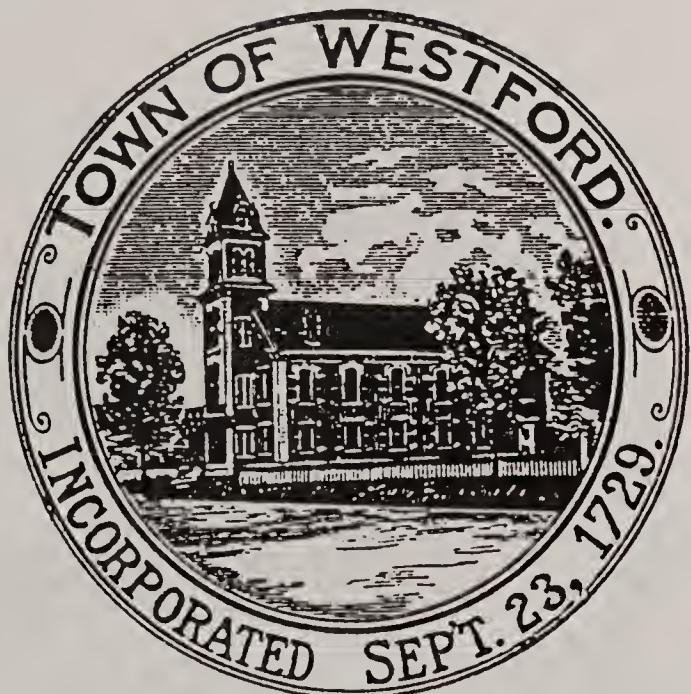
Roudenbush Community Center
65 Main Street

Office Hours
Mon - Thurs 8:30 PM - 8:00 PM
Friday 8:30 AM - 4:30 PM

Water Department
63 Forge Village Road

8:00 AM - 4:00 PM

TOWN OF WESTFORD



ANNUAL REPORTS

For the Year Ending December 31, 1994

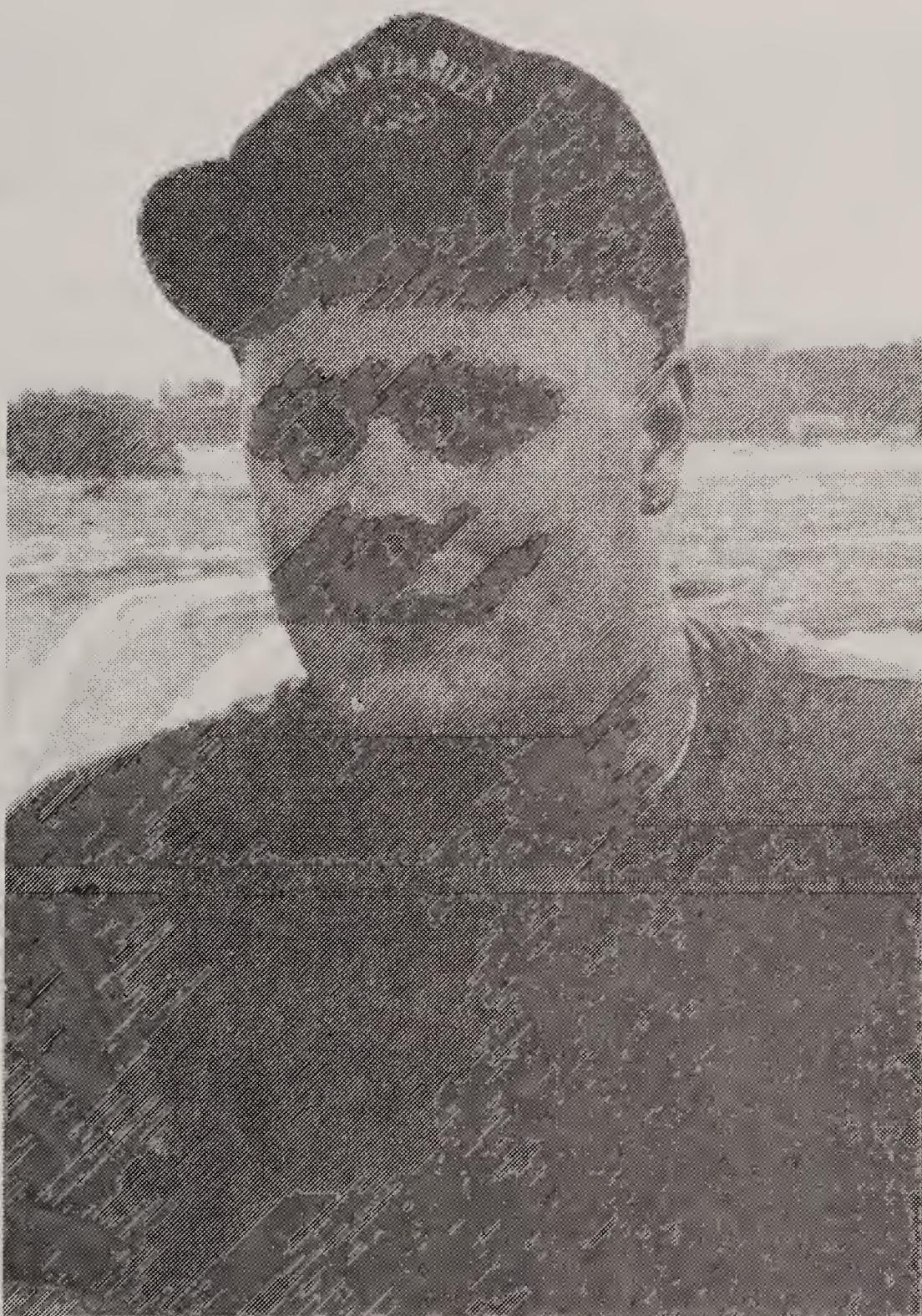
ANNUAL TOWN ELECTION

TUESDAY, MAY 2, 1995

ANNUAL TOWN MEETING

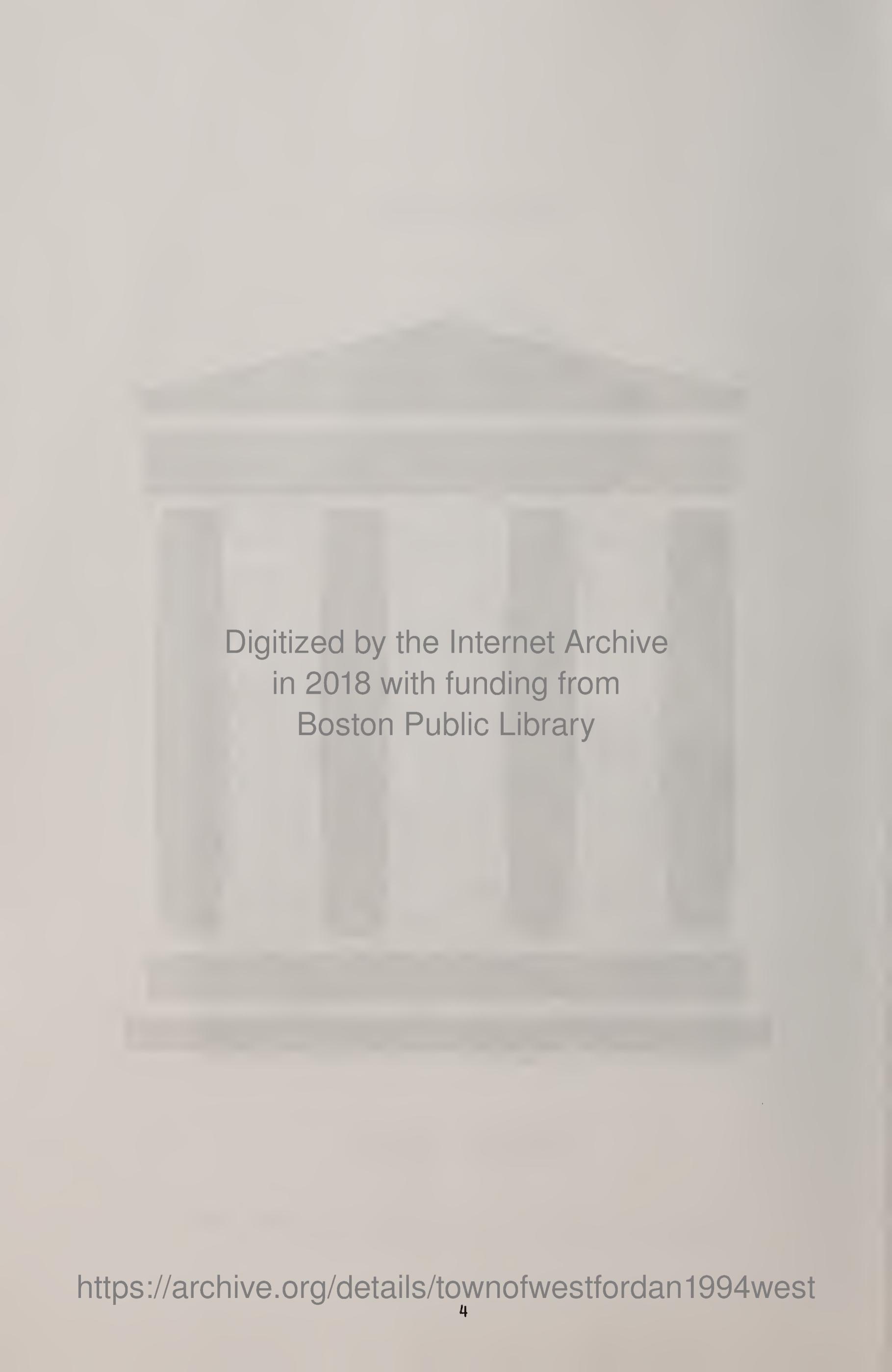
SATURDAY, MAY 6, 1995

IN MEMORIAM



TIMOTHY HEALD
1973 - 1994

GREATLY MISSED BY ALL WHO KNEW AND LOVED HIM

A faint, grayscale background image of a classical building, possibly a temple or a government building, featuring four prominent columns and a triangular pediment. The image is intentionally faded and out of focus, serving as a subtle backdrop for the text.

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<https://archive.org/details/townofwestfordan1994west>

OFFICERS OF THE TOWN OF WESTFORD

BOARD OF HEALTH

Edward McCusker	Term expires May, 1997
Anthony Gemmellaro	Term expires May, 1995
Joseph A. Guthrie, Jr.	Term expires May, 1996
Patricia Newell	Term expires May, 1996
Louis E. Ashley	Term expires May, 1995

HOUSING AUTHORITY

Phyllis Koulouras	Term expires May, 1998
Robert Ferreira	Term expires May, 1997
David R. Cote	Term expires May, 1995
Carol S. Engel	Term expires May, 1996

J. V. FLETCHER LIBRARY, TRUSTEES

Charles Swanson	Term expires May, 1995
Ann Thiel	Term expires May, 1997
William Melchin	Term expires May, 1995
Mohammed Malik	Term expires May, 1995
Tara S. Rogers	Term expires May, 1996
Doris E. Hathaway	Term expires May, 1996

MODERATOR

Ellen Harde	Term expires May, 1996
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PLANNING BOARD

Denali Delmar	Term expires May, 1997
Peter Fletcher	Term expires May, 1998
William Harman	Term expires May, 1995
Robert Jefferies	Term expires May, 1996
Allan Loiselle	Term expires May, 1995

SCHOOL COMMITTEE

Robert E. McCusker	Term expires May, 1995
Sharon Boonstra	Term expires May, 1997
Laura Carrick	Term expires May, 1995
Richard Faherty	Term expires May, 1997
Gilbert Brown	Term expires May, 1996
Linnea Flint	Term expires May, 1996
Paul Royte	Term expires May, 1997

BOARD OF SELECTMEN

Michael P. Ingalls	Term expires May, 1996
Hal R. Schreiber	Term expires May, 1996
Robert C. Herrmann	Term expires May, 1997
Madonna McKenzie	Term expires May, 1995
John Wrobel, Jr.	Term expires May, 1995

BOARDS AND COMMITTEES

TOWN MANAGER

Robert J. Halpin

AFFIRMATIVE ACTION OFFICER

Elaine McKenna

AFFORDABLE HOUSING COMMITTEE

Peter Fletcher	Term expires June, 1995
Gail Sawosik	Term expires June, 1995
Tom Paul	Term expires June, 1995
Jody Grimolizzi, non-voting	Term expires June, 1995
Willis Buckingham	Term expires June, 1995
Mike Gagliardi	Term expires June, 1995
Christine Pude	Term expires June, 1995

BOARD OF APPEALS

John Cadigan, Chairperson	Term expires June, 1997
Roger Hall	Term expires June, 1998
Ronald H. Johnson	Term expires June, 1998
Sam Frank, Alternate	Term expires June, 1995
David Earl	Term expires June, 1995
Ellen D. Doucette	Term expires June, 1996
Jay Enis	Term expires June, 1996

BOARD OF ASSESSORS

Walter Poirier, Principal Assessor

Janis Ackerman	Term expires June, 1997
Michael D. Rogers	Term expires May, 1995
Kevin A. Burke, Chairperson	Term expires May, 1996

BUILDING DEPARTMENT

Leo T. Daly, Building Commissioner	Term expires June, 1995
Donald E. Kinney, Alt. Bldg. Comm.	Term expires June, 1995
Anthony Zagzoug, Alt. Bldg. Comm.	Term expires June, 1995
Arthur Smith, Plumbing Inspector	Term expires June, 1995
Chester Cook, Gas Inspector	Term expires June, 1995
Arthur Smith, Ass't. Gas Inspector	Term expires June, 1995
Dennis Kane, Wire Inspector	Term expires June, 1995
Dennis Kane, Jr., Ass't. Wire Insp.	Term expires June, 1995

BURIAL AGENT

Elaine McKenna

Term expires June, 1995

BURIAL AGENT OF DECEASED SOLDIERS

William Hahn

Term expires June, 1995

CABLE TV COMMITTEE

Kenneth Dwyer, Chairperson

Term expires June, 1996

Bill Koester

Term expires June, 1996

Walter Sobie

Term expires June, 1995

Don Bradanese

Term expires June, 1997

David Johnson

Term expires June, 1995

William Ewers

Term expires June, 1997

Dave Levy

Term expires June, 1997

CARETAKER WHITNEY PLAYGROUND, TOWN COMMON, MONUMENTS

Richard Barrett

Term expires June, 1995

CEMETERY COMMISSIONERS

Paul Baxendale, Superintendent

Brian Vaughn

Term expires June, 1997

Karen Campbell

Term expires June, 1995

Barbara Greenslade

Term expires June, 1996

COMMUNITY TEAMWORK, INC. (Bd. of Directors)

Madonna McKenzie

Term expires June, 1995

CONSERVATION COMMISSION

Douglas Deschenes

Term expires June, 1995

Paula Fischetti

Term expires June, 1997

Tom Paul

Term expires June, 1995

Chester Cook

Term expires June, 1996

Eric Fahle

Term expires June, 1996

Anita Pollak

Term expires June, 1995

William Beck, Chairperson

Term expires June, 1997

CONSTABLES

Edward J. Finn

Term expires June, 1995

Walter McAvoy

Term expires June, 1995

Joseph Connell

Term expires June, 1995

COUNCIL ON AGING

Helena Crocker, Chairperson	Term expires June, 1997
Cecilia Healy	Term expires June, 1995
Jerry Berkowitz	Term expires June, 1996
Mary Smith	Term expires June, 1995
Richard McNeil	Term expires June, 1995
Robert Tierney	Term expires June, 1996
Noel Rainville, Sr.	Term expires June, 1997

DEVELOPMENT & INDUSTRIAL COMMISSION

Jim Geraghty	Term expires June, 1995
Mark Scolnick	Term expires June, 1997
J. Frank Strauss	Term expires June, 1998
Paul Davies	Term expires June, 1996
Patricia Begley	Term expires June, 1996
Peter Cook	Term expires June, 1996

DOG OFFICER/BY-LAW ENFORCEMENT OFFICER

George Fletcher
Judith Bassett, Asst.

DREW DEVELOPMENT TEAM

Bert Russo, Chairperson	Term expires June, 1995
David Earl	Term expires June, 1995
Bill Harman	Term expires June, 1995
Jack Wrobel	Term expires June, 1995
Ronald Sandholm	Term expires June, 1995

ELDER SERVICES DIRECTOR

Joanne Sheehan

EMERGENCY MANAGEMENT DIRECTOR

Francis Mulligan	Term expires June, 1995
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FAIR HOUSING COMMITTEE

Geoffrey Hall	Term expires June, 1995
Peter Fletcher	Term expires June, 1995
Tom Mosscrop	Term expires June, 1995
Christine Pude	Term expires June, 1995
Marilyn Frank	Term expires June, 1995
Beverly Woods	Term expires June, 1995
Catherine Allen	Term expires June, 1995

FENCE VIEWER

Charles VanLandeghem

Term expires June, 1995

FIELD DRIVER

Arnold Wilder

Term expires June, 1995

FINANCE COMMITTEE

Gaylord MacCartney

Term expires Sept., 1997

Victor Weisenbloom

Term expires Sept., 1996

Jean Drula

Term expires Sept., 1995

Robert Harlow

Term expires Sept., 1996

Claire Stepnitz

Term expires Sept., 1996

Paul Murray

Term expires Sept., 1995

Evan Schapiro, Chairperson

Term expires Sept., 1997

Dorothy Hall

Term expires Sept., 1997

Judy Culver

Term expires Sept., 1995

FINANCE DIRECTOR/TREASURER

Frank Messer

FIRE CHIEF

George Rogers

BOARD OF HEALTH

Kevin Johnston, Director of Environmental Services

Sandra Collins, Director of Health Care Services

HIGHWAY SUPERINTENDENT

Richard Barrett

HISTORICAL COMMISSION

Jane Hinckley

Term expires June, 1995

Sally Benedict

Term expires June, 1995

Bernice Picking

Term expires June, 1996

Alex Belida

Term expires June, 1996

Bette Hook

Term expires June, 1996

Robert S. Jefferies, Chairperson

Term expires June, 1995

Roland Pendlebury

Term expires June, 1996

LAKESIDE MEADOWS ALTERNATIVE DESIGN COMMITTEE

Ron Johnson	Term expires June, 1995
Dan Doherty	Term expires June, 1995
Leslie Thomas	Term expires June, 1995
Karl Fagans	Term expires June, 1995

J. V. FLETCHER LIBRARY

Ellen Rainville, Director

LOCAL ARTS COUNCIL

Andrew Kusmin	Term expires June, 1997
Cecile Glendening	Term expires June, 1996
Eileen Seamonds	Term expires June, 1996
Geraldine Beck, Chairperson	Term expires June, 1995
Kathy Doucette	Term expires June, 1996
Jonnie Walker-Rohs	Term expires June, 1995

LOWELL REGIONAL TRANSIT AUTHORITY

William Kavanagh	Term expires June, 1995
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MASTER PLAN COMMITTEE

Michael Abend	Term expires June, 1995
Cliff Allen	Term expires June, 1995
Mary Caless	Term expires June, 1995
Stephen Callahan	Term expires June, 1995
Lauri Carrick	Term expires June, 1995
Kacy Caviston	Term expires June, 1995
Robert Cunningham	Term expires June, 1995
Wendy Darragh	Term expires June, 1995
Denali Delmar	Term expires June, 1995
Paul Eichten	Term expires June, 1995
Eric Fahle	Term expires June, 1995
Peter Fletcher	Term expires June, 1995
Carole Frank	Term expires June, 1995
Sam Frank	Term expires June, 1995
Angela Harkness, Co-Chairperson	Term expires June, 1995
William Harman	Term expires June, 1995
Bob Herrmann	Term expires June, 1995
Robert Hicks	Term expires June, 1995
Mary Hill	Term expires June, 1995
Diane Holmes	Term expires June, 1995
Bette Hook	Term expires June, 1995
Robert Jefferies	Term expires June, 1995
Peggy Jungbluth	Term expires June, 1995
Bruce Leggat	Term expires June, 1995
Russ Leonard	Term expires June, 1995
Scott MacKay	Term expires June, 1995

Chris Michaud	Term expires June, 1995
Elizabeth Michaud	Term expires June, 1995
Ken Morgan	Term expires June, 1995
Tony Nardone	Term expires June, 1995
Pat Newell	Term expires June, 1995
Dave Pallian	Term expires June, 1995
Rody Palmer	Term expires June, 1995
Tom Paul	Term expires June, 1995
James Sheridan	Term expires June, 1995
Claire Stepnitz	Term expires June, 1995
Andrea Peraner-Sweet	Term expires June, 1995
Leslie Thomas, Co-Chairperson	Term expires June, 1995
Bob Waisnor	Term expires June, 1995
Christie Williams	Term expires June, 1995

MEASURER OF WOOD & BARK

Ken Greeno	Term expires June, 1995
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MIDDLESEX COUNTY ADVISORY COMMITTEE

Hal Schreiber, Selectmen's Rep.	Term expires June, 1995
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NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Fred Green, Superintendent	
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NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT COMMITTEE

Douglas Morin	Term expires April, 1995
Robert E. Union	Term expires April, 1996
Joan O'Brien	Term expires April, 1997
Leo Dunn, Alt.	Term expires April, 1997

NORTH EAST SOLID WASTE COMMITTEE

Robert J. Halpin	Term expires June, 1995
John E. Wrobel, Jr., Alt.	Term expires June, 1995

REPRESENTATIVE TO NMCOG

Robert Herrmann	Term expires June, 1995
Madonna McKenzie	Term expires June, 1995
Peter Fletcher, Planning Bd. Rep.	Term expires June, 1995

PARKERVILLE SCHOOL COMMITTEE

Warren Carson	Term expires June, 1995
Roger Plaisted	Term expires June, 1995
Mary Jane Plaisted, Chairperson	Term expires June, 1995
June Kennedy	Term expires June, 1995
Jennie Johnson	Term expires June, 1995

PARKING CLERK

Elaine McKenna	Term expires June, 1995
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PERMANENT SCHOOL BUILDING COMMITTEE

Steven Brierley	Term expires June, 1995
Diane Celi	Term expires June, 1995
Paul Davies	Term expires June, 1995
Karl Fagans, Chairperson	Term expires June, 1995
Rich Faherty	Term expires June, 1995
Ron Golay	Term expires June, 1995
Michael Ingalls	Term expires June, 1995
Robert Jefferies	Term expires June, 1995
Robert McCusker	Term expires June, 1995
Ken Morgan	Term expires June, 1995
Mike Mulligan	Term expires June, 1995
George Murray	Term expires June, 1995
Dennis Peloquin	Term expires June, 1995
Andrea Peraner-Sweet	Term expires June, 1995
Robert Smith	Term expires June, 1995
Kirk Ware	Term expires June, 1995
Victor Weisenbloom	Term expires June, 1995

PLANNING BOARD

Anita Tekle, Community Planning Coordinator

RECREATION COMMISSION

Jodi Brush, Recreation Director

Elizabeth Ahern	Term expires June, 1995
Cheryl Handley	Term expires June, 1996
Ray Fortin	Term expires June, 1995
Glen Townsend	Term expires June, 1995

RECYCLING COMMISSION

Michael Gustin	Term expires June, 1995
Gerry DiBello	Term expires June, 1995
Ellen Harde	Term expires June, 1995
Gayle Wells	Term expires June, 1995
Ann Eno	Term expires June, 1995
Barbara Carey	Term expires June, 1995
Victoria Phillips	Term expires June, 1995
Wendi Foley, Chairperson	Term expires June, 1995

REGIONAL SCHOOL DISTRICT PLANNING COMMITTEE

David Serbun	Term expires Sept., 1994
Steve Brierley	Term expires Sept., 1994
Lee England	Term expires Sept., 1994

REGISTRARS OF VOTERS, DEMOCRAT

Carmine Tocci	Term expires March, 1995
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REGISTRARS OF VOTERS, REPUBLICAN

Wilbert Vaughn	Term expires March, 1996
Beverly Dearth	Term expires March, 1996

REGISTRARS CLERK, EX OFFICIO

Elaine McKenna	Term expires June, 1995
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ROUDENBUSH COMMUNITY CENTER COMMITTEE

Patti Mason, Director

Cho Chau Li	Term expires June, 1996
John Viera	Term expires June, 1996
Janice Fulton	Term expires June, 1995
Timothy Butler, Chairperson	Term expires June, 1997
Margaret Blanchard	Term expires June, 1995
Charlotte Scott	Term expires June, 1997
Stella Snyder	Term expires June, 1996
Jayne Stafstrom	Term expires June, 1997
Barbara Meader	Term expires June, 1995

SCHOOL DEPARTMENT

John Crisafulli, Superintendent

SCHOOL SITE SELECTION COMMITTEE

Ray Galgano	Term expires June, 1995
Dick Jordan	Term expires June, 1995
David Keele	Term expires June, 1995
Kirk Ware, Chairperson	Term expires June, 1995
Christie Williams	Term expires June, 1995

SEALER OF WEIGHTS AND MEASURES

George Fletcher	Term expires June, 1995
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SOLID WASTE COST CONTAINMENT COMMITTEE

Gerry DiBello	Term expires June, 1995
Mickey Crocker	Term expires June, 1995
Judy Culver	Term expires June, 1995
Wendi Foley, Chairperson	Term expires June, 1995
Michael Ingalls	Term expires June, 1995
Peter Meadows	Term expires June, 1995
Evan Schapiro	Term expires June, 1995
Victor Weisenbloom	Term expires June, 1995
Jack Wrobel	Term expires June, 1995
Steve Young	Term expires June, 1995

TAX COLLECTOR

Mary Dunkerley	Term expires June, 1995
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TAX POSSESSION SALE COMMITTEE

Norman Nesmith	Term expires Sept., 1996
Justin McCarthy	Term expires Sept., 1997
Bill MacMillan	Term expires Sept., 1998

TOWN ACCOUNTANT

Cheryl Gariepy

TOWN CLERK

Elaine McKenna

TOWN COUNSEL

John L. Connell, Jr.	Term expires June, 1995
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TOWN FOREST COMMITTEE

Ken Greeno	Term expires June, 1995
Richard Barrett	Term expires June, 1995
Carlton Rooks	Term expires June, 1995

TREE WARDEN

Kenneth Greeno	Term expires June, 1995
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VETERAN'S AGENT

William Hahn	Term expires June, 1995
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VOSE ROAD/LOWELL ROAD DESIGN COMMITTEE

Kathy Goodrich	Term expires June, 1995
Marilyn Ebitson	Term expires June, 1995
Jan Nolan	Term expires June, 1995
Dick Butler	Term expires June, 1995
Marie Craig	Term expires June, 1995
Tony DeLeo	Term expires June, 1995
Don Beattie	Term expires June, 1995
Rody Palmer	Term expires June, 1995

WATER COMMISSIONERS

Warren Sweetser, Superintendent

Walter Marcella	Term expires June, 1997
Harold Fletcher	Term expires June, 1996
Leslie Thomas	Term expires June, 1995

POLICE DEPARTMENT ROSTER

CHIEF OF POLICE
Robert M. Welch, Jr.

LIEUTENANT
Edward A. Cossette

SERGEANTS

Terence J. Kane
Joseph J. Roy

Edward P. Rochon, Jr.
Timothy L. Pomerleau

John Tzkiopoulos

PATROL OFFICERS

John D. Caron
Hervey P. Cote
Christopher T. Doolin
William F. Duggan
George E. Higgins
Michael J. Jolley

Scott J. Mack
Mary Ann McShea
Victor F. Neal
Michael J. Perciballi
Joseph A. Shields
Stephen F. Timothy

Joseph A. Walker

CRIMINAL BUREAU

Det. Sgt. Thomas M. McEnaney
Insp. David S. Connell

Insp. Walter R. Shea

SPECIAL ASSIGNMENT OFFICERS

Raymond V. Peachey
Community Service Officer

Michael C. Perron
Juvenile Officer

INTERMITTENTS

John E. Auger
Richard J. Barrett, Jr.
Kathleen A. Bomal
Kevin M. Brooks
Joseph R. Connell, Jr.
Michael E. Croteau
Brian E. Daly
Kenneth C. Delaney
Charles J. Landry

William G. Luppold
Stephen M. Mack
Michael B. Mayer
Daniel J. O'Donnell
Mark T. Proia
Michael D. Saunders
Michael H. Ulrich
Steven C. Waldron
David M. Welch

AUXILIARY/TRAFFIC CONTROL OFFICERS

David J. Bettencourt
Barbara Buchanan
Sean M. Collins
Sheila M. Curley
Joseph H. Doolin

Joseph Eracleo
Mary E. Hill
Ronald L. Paulauskas
Richard Smith
Timothy H. Whitcomb

TRAFFIC SUPERVISORS

Barbara Buchanan
Sheila M. Curley

Mary E. Hill
Lorraine A. Priest

POLICE MATRONS

Barbara Buchanan
Jo Cobleigh

Sheila M. Curley
Marilyn Defilippi

Mary E. Hill

BOARD OF SELECTMEN

The Board of Selectmen is pleased to submit its report for the calendar year ending December 31, 1994.

Annual Town Election saw Bob Herrmann reelected to another term. Board reorganization elected Madonna McKenzie as Chairperson, Michael Ingalls as Vice Chair and Hal Schreiber as Clerk.

Annual Town Meeting transferred the Old Nabnasset School to the Roudenbush Community Center Committee, turned down a proposal to study Representative Town Meeting, recommended bonding of Phase I of the Farmer Development, and allotted the care and custody of portions of the parcel to the Conservation Commission, Recreation Commission, Cemetery Commission, Water Department and the Housing Authority.

Growth in the community was a topic that seemed to provide the impetus for many actions and discussions throughout the year. The impact of that growth continued to be assessed and results indicated that the cost of services on residential property exceeded the tax revenue generated.

The Town continued to look at possible alternatives to several proposed large developments. The Lakeside Meadows Alternative Design Committee continued to work to negotiate an alternative design for the proposed development of the DeMauro property that would result in lessening the impact on the community. When no viable alternative could be agreed upon the committee was charged with negotiating to purchase the property. Negotiations continued on the acquisition of the Drew parcel. Question continued on the future use of the Greystone property.

The Building and Facilities Study Committee, with the services of Alderman/McNeish, assessed the needs of the Town departments. The recommendations that resulted emphasized the need for a long range capital plan. This task was taken on by a subcommittee of the Finance Committee, the Town Manager, and the Finance Director.

An attorney was appointed to assist the Cable Advisory Committee in the ongoing cable license renewal process. The current license was transferred to A R Cable Partners after the purchase of the company from Nashoba Cable.

The Master Plan Committee continued to work throughout the year and have kept the public informed through periodic updates at Board meetings and informational forums for the public.

September saw the appointment of Bob Welch as our new Police Chief. The Town is very fortunate to have had several excellent in-house candidates.

Through the efforts of the Solid Waste Cost Containment Committee recycling in Westford became mandatory and a uniform fee was instituted for the pickup of bulk items.

The River Street Bridge replacement project is scheduled for early next spring. The bridge was closed in October by the State. It had been hoped that replacement would take place in the fall.

Our community development review process was the topic of much discussion during the year resulting in the Special Town Meeting appropriating funds to contract with a qualified individual to assess the current process and make recommendations for improvements.

The October Special Town Meeting reestablished a Permanent School Building Committee and a School Site Selection Committee to address the space needs of the School Department. The Committee was appointed in November and immediately began working on a proposal to bring before the Town.

Throughout the year the Board continued to struggle with decisions that will affect the Town for years to come. There are several separate committees actively working on recommendations that will help the Town to make decisions about the kind of community it will be in the future. It has become increasingly more evident that there will be serious financial ramifications to meeting the service needs of a growing community.

Westford is exceptional in its people who give of their time and expertise to serve on boards, committees, and as volunteers. The Board would like to thank all of you. We would also like to thank the employees who make this community such a wonderful place in which to live.

Respectfully Submitted,

Madonna McKenzie, Chairperson
Michael Ingalls, Vice Chair
Hal Schreiber, Clerk
Robert Herrmann
John Wrobel

TOWN OF WESTFORD
TOWN ELECTION
MAY 3, 1994

	Pr. 1	Pr. 2	Pr. 3	Pr. 4	Pr. 5	TOTAL
TOTAL BALLOTS CAST	416	527	462	550	302	2257
BOARD OF SELECTMEN (3 yr)						
Blanks	13	7	10	10	9	49
Robert C. Herrmann	224	267	219	315	122	1147
Robert Matley	175	247	232	224	168	1046
All Others	4	6	1	1	3	15
BOARD OF HEALTH (3 yr)						
Blanks	74	114	91	118	64	461
Edward C. McCusker	342	410	368	431	236	1787
All Others	0	3	3	1	2	9
BOARD OF HEALTH (1 yr)						
Blanks	95	150	125	143	84	597
Anthony Gemmellaro	321	373	332	407	214	1647
All Others	0	4	5	0	4	13
HOUSING AUTHORITY (4 yr)						
Blanks	97	155	136	156	95	639
Phyllis Koulouras	319	370	322	392	204	1607
All Others	0	2	4	2	3	11
HOUSING AUTHORITY (1 yr)						
Blanks	91	136	127	138	87	579
David R. Cote	324	390	332	411	213	1670
All Others	1	1	3	1	2	8
LIBRARY TRUSTEE (2 for 3 yr)						
Blanks	197	315	277	274	196	1259
Richard W. Bennett	327	360	329	410	214	1640
Ann L. Thiel	305	369	315	411	192	1592
All Others	3	10	3	5	2	23
LIBRARY TRUSTEE (1 yr)						
Blanks	392	512	449	529	293	2175
W. Melchin (Write in)	10	8	4	11	1	34
R. Nordbloom (Write in)	8	0	0	0	0	8
All Others	6	7	9	10	8	40
PLANNING BOARD (5 YR)						
Blanks	30	53	40	41	27	191
Catherine Dimino	214	214	199	227	99	953
Bruce C. Leggat	94	165	148	153	122	682
Rodney G. Young	78	92	74	126	52	422
All Others	0	3	1	3	2	9
SCHOOL COMMITTEE (3 for 3 yr)						
Blanks	172	304	267	306	248	1297
Steven K. Brierley	233	245	243	292	132	1145
Sharon B. Boonstra	303	309	305	388	166	1471
Richard M. Faherty	294	387	285	349	171	1486
Paul J. Royte	246	333	281	309	181	1350
All Others	0	3	5	6	8	22

**TOWN OF WESTFORD
STATE PRIMARY
SEPTEMBER 20, 1994**

DEMOCRATIC BALLOT

	Pr. 1	Pr. 2	Pr. 3	Pr. 4	Pr. 5	TOTAL
TOTAL BALLOTS CAST	199	241	271	216	176	1103
SENATOR IN CONGRESS						
Blanks	56	69	83	56	58	322
Edward M. Kennedy	138	167	184	156	117	762
All Others	5	5	4	4	1	19
GOVERNOR						
Blanks	31	38	51	28	33	181
George A. Bachrach	45	43	61	58	36	243
Michael J. Barrett	50	49	57	53	42	251
Mark Roosevelt	73	107	101	75	64	420
All Others	0	4	1	2	1	8
LIEUTENANT GOVERNOR						
Blanks	62	65	78	60	59	324
Marc D. Draisene	61	69	82	74	45	331
Robert K. Massie	76	106	111	82	71	446
All Others	0	1	0	0	1	2
ATTORNEY GENERAL						
Blanks	40	49	74	46	48	257
L. Scott Harshbarger	159	192	197	170	128	846
All Others	0	0	0	0	0	0
SECRETARY OF STATE						
Blanks	44	47	44	42	36	213
William Francis Galvin	74	104	135	92	83	488
Augusto F. Grace	81	90	92	82	57	402
All Others	0	0	0	0	0	0
TREASURER						
Blanks	79	77	100	77	71	404
Shannon P. O'Brien	120	163	171	139	105	698
All Others	0	1	0	0	0	1
AUDITOR						
Blanks	66	80	94	68	68	376
A. Joseph DeNucci	133	161	177	148	108	727
All Others	0	0	0	0	0	0
REPRESENTATIVE IN CONGRESS						
Blanks	11	18	17	20	14	80
Martin T. Meehan	145	173	192	153	110	773
Thomas J. Quinmnn	43	50	62	43	52	250
All Others	0	0	0	0	0	0

COUNCILLOR						
Blanks	50	55	52	57	45	259
Cynthia S. Creem	63	63	61	67	30	284
Joseph M. Downes, Jr.	58	93	122	77	83	433
Robert A. Kahn	5	5	14	5	6	35
Jackie Morrissey	23	25	22	10	12	92
All Others	0	0	0	0	0	0
SENATOR IN GENERAL COURT						
Blanks	70	77	89	70	64	370
Daniel P. Leahy	129	164	181	145	112	731
All Others	0	0	1	1	0	2
REPRESENTATIVE IN GENERAL COURT						
Blanks	50	34	59	45	46	234
Geoffrey D. Hall	148	207	211	170	130	866
All Others	1	0	1	1	0	3
DISTRICT ATTORNEY						
Blanks	70	69	97	79	58	373
Thomas F. Reilly	129	172	174	137	117	729
All Others	0	0	0	0	1	1
CLERK OF COURTS						
Blanks	40	41	49	53	33	216
Edward J. Sullivan	82	115	95	84	73	449
James P. Kennedy	77	85	127	79	70	438
All Others	0	0	0	0	0	0
REGISTER OF DEEDS						
Blanks	13	17	22	23	22	97
Walter J. Flynn	11	25	13	18	8	75
Richard P. Howe, Jr.	20	38	41	18	31	148
Patricia Kirwin Keilty	18	19	22	18	9	86
Edward J. Kennedy	16	29	28	13	11	97
Dennis E. McHugh	51	45	58	52	39	245
Dennis Scannell	5	8	11	10	9	43
David A. Shaughnessy	0	3	6	5	1	15
Frederick L. Simon	18	4	14	4	8	48
Karin Theodoros	47	53	56	55	38	249
All Others	0	0	0	0	0	0
COUNTY COMMISSIONER						
Blanks	44	49	54	49	38	234
Francis X. Flaherty	32	60	54	45	39	230
Gerald J. Flynn, Jr.	98	108	139	98	85	528
Douglas E. MacDonald	6	11	10	11	5	43
John M. MacGillivray	19	13	14	13	9	68
All Others	0	0	0	0	0	0

**STATE PRIMARY
REPUBLICAN BALLOT**

	Pr. 1	Pr. 2	Pr. 3	Pr. 4	Pr. 5	TOTAL
TOTAL BALLOTS CAST	184	157	207	222	127	897
SENATOR IN CONGRESS						
Blanks	2	0	9	6	4	21
John R. Lakian	25	34	25	19	12	115
W. Mitt Romney	157	123	173	197	111	761
All Others	0	0	0	0	0	0
GOVERNOR						
Blanks	15	14	13	31	20	93
William F. Weld	168	143	194	191	107	803
All Others	1	0	0	0	0	1
LIEUTENANT GOVERNOR						
Blanks	20	21	25	33	25	124
Argeo Paul Cellucci	164	136	182	189	102	773
All Others	0	0	0	0	0	0
ATTORNEY GENERAL						
Blanks	28	23	30	35	22	138
Janis M. Berry	113	90	135	144	66	548
Guy A. Carbone	43	43	42	43	39	210
All Others	0	1	0	0	0	1
SECRETARY OF STATE						
Blanks	33	34	40	38	30	175
Arthur E. Chase	87	84	114	117	65	467
Peter V. Forman	64	39	53	67	32	255
All Others	0	0	0	0	0	0
TREASURER						
Blanks	34	17	34	35	29	149
Joseph Danaiel Malone	150	139	173	187	98	747
All Others	0	1	0	0	0	1
AUDITOR						
Blanks	43	37	45	57	34	216
Forrester A. Clark, Jr.	81	73	88	104	58	404
Earle B. Stroll	60	47	74	61	35	277
All Others	0	0	0	0	0	0
REPRESENTATIVE IN CONGRESS						
Blanks	53	42	54	71	42	262
David E. Coleman	131	115	153	151	85	635
All Others	0	0	0	0	0	0

COUNCILLOR

Blanks	54	51	56	78	50	289
William M. Monnie	130	106	151	144	77	608
All Others	0	0	0	0	0	0

SENATOR IN GENERAL COURT

Blanks	51	40	53	66	45	255
Michael G. Conway	133	117	154	155	82	641
All Others	0	0	0	1	0	1

REPRESENTATIVE IN GENERAL COURT

Blanks	51	44	61	71	44	271
Stanley J. Susecki	133	112	146	151	82	624
All Others	0	1	0	0	1	2

DISTRICT ATTORNEY

Blanks	183	155	207	222	127	894
All others	1	2	0	0	0	3

CLERK OF COURTS

Blanks	184	155	207	222	127	895
All Others	0	2	0	0	0	2

REGISTER OF DEEDS

Blanks	63	55	77	89	49	333
John L. Noonan	119	102	130	131	76	558
All Others	2	0	0	2	2	6

COUNTY COMMISSIONER

Blanks	183	154	207	221	127	892
All Others	1	3	0	1	0	5

TOTAL VOTES (Dem & Rep)	383	398	478	438	303	2000
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**TOWN OF WESTFORD
STATE PRIMARY RECOUNT
OCTOBER 3, 1994**

DEMOCRATIC BALLOT

	Pr. 1	Pr. 2	Pr. 3	Pr. 4	Pr. 5	TOTAL
REGISTER OF DEEDS						
Blanks	13	18	21	22	13	87
Walter J. Flynn	11	25	13	18	10	77
Richard P. Howe, Jr.	20	37	41	18	34	150
Patricia Kirwin Keilty	17	19	23	19	10	88
Edward J. Kennedy	17	29	29	13	11	99
Dennis E. McHugh	51	45	57	52	40	245
Dennis Scannell	5	8	11	10	9	43
David A. Shaughnessy	0	3	6	5	1	15
Frederick L. Simon	18	4	14	5	9	50
Karin Theodoros	47	53	56	55	40	251
All Others	0	0	0	0	0	0
TOTAL	199	241	271	217	177	1105

**TOWN OF WESTFORD
STATE ELECTION**

NOVEMBER 8, 1994

	Pr. 1	Pr. 2	Pr. 3	Pr. 4	Pr. 5	TOTAL
TOTAL BALLOTS CAST	1678	1616	1641	1743	1310	7988
UNITED STATES SENATOR						
Blanks	26	37	33	61	34	191
Edward M. Kennedy	741	810	781	758	602	3692
W. Mitt Romney	898	755	811	913	662	4039
Lauraleigh Dozier	10	9	13	8	8	48
William Ferguson, Jr.	2	4	2	2	2	12
All Others	1	1	1	1	2	6
GOVERNOR-LIEUTENANT GOVERNOR						
Blanks	35	35	29	72	31	202
Weld & Cellucci	1376	1251	1299	1373	1040	6339
Roosevelt & Massie	260	318	298	280	230	1386
Cook & Crawford	7	11	12	13	7	50
ReBello & Giske	0	1	2	4	0	7
All Others	0	0	1	1	2	4
ATTORNEY GENERAL						
Blanks	93	65	85	127	57	427
L. Scott Harshbarger	1014	1037	1000	968	794	4813
Janis M. Berry	571	511	556	645	458	2741
All Others	0	3	0	3	1	7
SECRETARY OF STATE						
Blanks	230	196	228	258	146	1058
Arthur E. Chase	799	678	702	848	564	3591
William F. Galvin	599	683	665	575	558	3080
Peter C. Everett	49	58	43	60	41	251
All Others	1	1	3	2	1	8
TREASURER						
Blanks	110	112	92	131	63	508
Joseph D. Malone	1224	1113	1175	1258	920	5690
Shannon P. O'Brien	286	356	302	295	268	1507
Susan B. Poulin	30	35	40	30	30	165
Thomas P. Tierney	28	0	31	27	29	115
All Others	0	0	1	2	0	3
AUDITOR						
Blanks	206	186	188	243	130	953
A. Joseph DeNucci	877	939	932	892	798	4438
Forrester Clark, Jr.	550	440	464	566	349	2369
Geoff M. Weil	44	49	56	40	33	222
All Others	1	2	1	2	0	6

REPRESENTATIVE IN CONGRESS

Blanks	104	99	97	152	72	524
Martin T. Meehan	1000	1029	1047	1021	831	4928
David E. Coleman	573	487	496	569	407	2532
All Others	1	1	1	1	0	4

COUNCILLOR

Blanks	307	275	287	358	205	1432
Cynthia S. Creem	605	672	651	580	532	3040
William M. Monnie	766	669	700	802	571	3508
All Others	0	0	3	3	2	8

SENATOR IN GENERAL COURT

Blanks	219	163	170	252	115	919
Daniel P. Leahy	671	727	725	645	602	3370
Michael G. Conway	787	725	743	844	591	3690
All Others	1	1	3	2	2	9

REPRESENTATIVE IN GENERAL COURT

Blanks	102	63	86	164	76	491
Geoffrey D. Hall	1047	1117	1102	1024	851	5141
Stanley J. Suchecski	529	435	452	552	382	2350
All Others	0	1	1	3	1	6

DISTRICT ATTORNEY

Blanks	562	496	521	670	401	2650
Thomas F. Reilly	1107	1105	1103	1057	892	5264
All Others	9	15	17	16	17	74

CLERK OF COURTS

Blanks	602	517	554	720	419	2812
Edward J. Sullivan	1068	1084	1072	1010	883	5117
All Others	8	15	15	13	8	59

REGISTER OF DEEDS

Blanks	291	245	254	326	158	1274
Richard P. Howe, Jr.	624	711	703	613	589	3240
John L. Noonan	645	541	517	680	434	2817
Patric A. O'Connor	116	112	166	116	126	636
All Others	2	7	1	8	3	21

COUNTY COMMISSIONER

Blanks	371	338	335	461	243	1748
Francis X. Flaherty	704	755	722	678	607	3466
Barbara J. Collins	599	521	580	602	458	2760
All Others	4	2	4	2	2	14

QUESTION ONE (Ballot Question Spending)

Blanks	74	80	68	111	57	390
Yes	597	605	698	649	503	3052
No	1007	931	875	983	750	4546

QUESTION TWO (Seat Belts)

Blanks	48	55	39	92	39	273
Yes	1157	961	989	1097	684	4888
No	473	600	613	554	587	2827

QUESTION THREE (Student Fees)

Blanks	118	135	121	205	101	680
Yes	876	853	820	857	668	4074
No	684	628	700	681	541	3234

QUESTION FOUR (Term Limits)

Blanks	65	68	73	132	57	395
Yes	893	888	884	961	748	4374
No	720	660	684	650	505	3219

QUESTION FIVE (Blue Law)

Blanks	55	47	52	94	48	296
Yes	1008	1047	1016	1070	837	4978
No	615	522	573	579	425	2714

QUESTION SIX (Graduated Income Tax)

Blanks	66	72	69	135	84	426
Yes	259	343	340	333	323	1598
No	1353	1201	1232	1275	903	5964

QUESTION SEVEN (Personal Income Tax)

Blanks	65	68	84	142	71	430
Yes	263	322	324	310	298	1517
No	1350	1226	1233	1291	941	6041

QUESTION EIGHT (State Highway Fund)

Blanks	88	83	81	138	78	468
Yes	1259	1252	1247	1286	1017	6061
No	331	281	313	319	215	1459

QUESTION NINE (Rent Control)

Blanks	107	127	107	166	97	604
Yes	890	776	824	885	693	4067
No	681	713	710	693	521	3317

TOWN OF WESTFORD

ANNUAL TOWN MEETING

MAY 7, 1994

At a legal meeting of the inhabitants of the Town of Westford, qualified by law, to vote in Town affairs, held at Abbot School on Saturday, May 7, 1994, the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors.

Ellen Harde, Town Moderator, called the meeting to order at 10:00 AM.

John Wrobel, Chairman of the Board of Selectmen awarded plaques to Gerry DiBello, Chairman Recycling Commission, from North Shore Recycled Fibers for excellence in the recycling effort and to Elaine McKenna, from Mass. Interlocal Insurance Assoc. for Most Improved Community.

It was voted unanimously to allow Frank Messer, Town Finance Director to sit with the Finance Committee.

ARTICLE 1: (Taken up after Special Town Meeting) It was voted unanimously to accept the reports of the Town Officers, boards and committees for calendar year 1993.

ARTICLE 2: It was voted that the salaries and compensation of all elected officials of the Town for FY 1995 be fixed as follows:

Selectmen,	Chairperson	\$1,100
	Member	950
Board Health,	Members	250

(Finance Committee Approved)

ARTICLE 3: It was voted unanimously that the Town amend the Consolidated Classification and Compensation Plan for the Town effective July 1, 1994, as follows:

Change the wages for:

	MINIMUM	MAXIMUM
Call Fire Fighters and Ambulance Attendants	\$12.95	\$12.95
Call Fire Lieutenants	\$13.34	\$13.34
Call Fire Captains	\$13.74	\$13.74
Call Deputy Fire Chief	\$14.15	\$14.15

	MINIMUM	MAXIMUM
Library Page	\$4.75	\$5.25
Senior Library Page	\$5.50	\$6.25

Add the following positions and wages:

Head Lifeguard/Water Safety Instructor	\$8.00	\$9.00
Lifeguard/W.S.I.	\$7.00	\$7.50
Lifeguard	\$6.25	\$6.50
Beach Attendant	\$6.00	\$6.25
Tennis Instructor	\$7.00	\$9.00
Track and Field Director	\$8.00	\$10.00
Track and Field Coach	\$6.00	\$7.00
Day Camp Director	\$10.00	\$12.00
Sr. Day Camp Counselor	\$6.00	\$7.50
Jr. Day Camp Counselor	\$5.00	\$5.00

and denote that in Appendix "A" all of the above are hourly rates.

Change footnote (1.) by deleting reference to the "incumbent Chief of Police", who retired on December 31st. Footnote (1.) would now read:

"Nothing contained herein shall have the effect of limiting the applicability of General Laws, Chapter 48, Section 57G as it relates to the salary due to the incumbent Fire Chief."

(Finance Committee Approved)

ARTICLE 4: It was voted unanimously that the Town raise and appropriate the following sums necessary for the Operation and Maintenance of Town Departments for the fiscal year beginning July 1, 1994 through June 30, 1995, except for the sum of \$3,000 which shall be appropriated from the Whitney Playground Trust for the care and maintenance of the Whitney Playground; the sum of \$11,000 which shall be appropriated from Cemetery Perpetual Care for the care and maintenance of cemeteries under the jurisdiction of the Cemetery Commission; and the sum of \$5,700 which shall be appropriated from the Cemetery Sale of Lots for the care and maintenance of cemeteries under the jurisdiction of the Cemetery Commission:

1220.12	Selectmen Salary	0
1220.40	Selectmen Expense	7,256
SUBTOTAL		7,256

1230.13	Town Manager Salary	69,900
1230.14	Admin Asst. Salary	5,000
1230.15	Clerical Wages	27,335
1230.40	Expense	7,515
SUBTOTAL		109,750
1310.40	Fin Comm Expenses	2,860
1311.40	Reserve Fund	97,000
SUBTOTAL		99,860
1330.13	Finance Director Salary	52,900
1330.14	Town Accountant	34,000
1330.15	Clerical Wages	12,008
1330.40	Expenses	24,940
1331.40	Audit	14,500
SUBTOTAL		138,348
1410.13	Asst. Assessor Salary	43,500
1410.15	Clerical Wages	55,358
1410.40	Expenses	18,525
1411.41	Interior Inspection	45,000
1420.40	Valuation Maint. St.	8,000
1420.41	ATB Legal Defense	0
1420.42	Recertification	58,000
SUBTOTAL		228,383
1450.12	Tax Collectors Salary	35,500
1450.15	Clerical Wages	43,363
1450.40	Treasurers Expenses	28,250
1450.43	Banking Serv/Int	3,000
SUBTOTAL		110,113
1510.29	Town Counsel	45,000
1510.40	Town Counsel Exp.	9,000
SUBTOTAL		54,000
1520.12	Personnel Coord. Salary	0
1520.40	Personnel Expenses	55,250
1530.40	Centrex Telephone	18,000
1540.40	Prof. Del. & Training	5,000
1550.40	Data Processing	29,600
SUBTOTAL		107,850

1610.12	Town Clerk Salary	33,366
1610.15	Clerical Wages	27,857
1610.40	Town Clerk Expenses	2,395
1611.12	Recording Fees	375
1620.18	Election Wages	6,000
1620.40	Election Expenses	3,500
1630.13	Registrar Wages	2,500
1630.14	Street List Salary	8,500
1631.12	Town Clerk/Reg Salary	450
1620.81	Election Machines	1,800
SUBTOTAL		86,743
1710.13	Conserv. Coord. Salary	15,508
1710.40	Conserv. Expenses	3,925
1712.40	Consultants	2,000
SUBTOTAL		21,433
1750.13	Planning Coord. Salary	15,508
1750.40	Planning Expenses	3,925
1750.41	Planning Minutes	2,400
1752.40	Planning Consultant	2,400
1752.41	Planning Studies	4,000
SUBTOTAL		28,233
1760.15	ZBA Clerical Wages	2,500
1760.40	ZBA Expenses	1,500
1761.40	Afford. Housing Exp.	0
SUBTOTAL		4,000
1840.40	CATV Expenses	3,500
SUBTOTAL		3,500
1920.40	Custodial Expenses	24,530
1920.41	Meeting Space Expenses	0
1920.84	CAP Various 1994	0
1920.84	CAP Various 1995	41,000
1920.84	CAP A.D.A. Compliance	5,000
1923.40	Pol/Fire Comp. Exp.	26,000
1923.81	Exhaust Fan	0
1950.50	Town Reports	5,800
SUBTOTAL		102,330
<hr/> TOTAL PART I: GENERAL GOV'T.		<hr/> 1,101,799

2100.13	Police Chief Salary	49,522
2100.14	Lieutenant Salary	98,175
2100.15	Clerical Salary	82,000
2100.16	Custodian Wages	7,877
2100.40	Administrative Exp.	174,300
2100.42	Out of State Travel	250
2101.22	Sergeants Wages	242,628
2101.23	Patrol Officer Wages	573,731
2101.26	Matron Wages	2,381
2101.30	Overtime	155,000
2101.31	Shift Differential	12,600
2101.32	Career Incentive	2,000
2101.33	Court Appearance	20,933
2101.34	Extra Detail	13,951
2101.35	Training	22,868
2101.36	Additional Officers	0
2101.37	Emergency 911	0
2101.82	CAP-Replace Cruisers	67,356
2101.84	CAP-Bullet Proof Vest	0
2101.85	CAP-Computers	0
2102.25	Dispatch Wages Pol.	115,234
2103.24	Traffic Supv. Wages	18,679
2103.40	Retro Wage Adjust	0
SUBTOTAL		1,659,485

2200.13	Fire Chief Salary	63,424
2200.37	Fire Fighters/EMT Wages	588,889
2200.40	Operating Expense	43,045
2200.81	CAP-Various Equip.	5,000
SUBTOTAL		700,358

2419.13	Building Comm. Salary	37,474
2410.15	Clerical Wages	18,287
2410.19	Inspector Fees	39,050
2410.40	Operating Expenses	6,990
2410.81	CAP-Various Equipment	2,500
SUBTOTAL		104,301

2440.13	Sealer Wght/Meas. Salary	0
2440.40	Operating Expenses	150
SUBTOTAL		150

2910.40	Civil Defen. Expenses	1,000
SUBTOTAL		1,000

2920.13	By-Law Enf. Off. Salary	27,630
2920.17	Asst. Dog Off. Wages	4,315
2920.40	Operating Expenses	5,550
2920.80	CAP-Various Equipment	0
SUBTOTAL		37,495

2940.12	Tree Warden Salary	1,000
2940.40	Operating Expenses	15,000
SUBTOTAL		16,000

TOTAL PART II: PUBLIC SAFETY		2,518,789
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3050.40	School Dept. Request	14,934,561
	Offset School Choice	(235,000)
	Offset Early Retrmt.	(100,000)
SUBTOTAL		14,599,561

3110.40	NVTHS Assessment	180,528
SUBTOTAL		180,528

TOTAL PART III: EDUCATION		14,780,089
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4200.13	Highway Supt. Salary	44,300
4200.21	Highway Wages	421,024
4200.40	Operating Expenses	16,790
4220.40	Traffic Systems	23,000
4220.41	Drainage	15,000
4290.40	Machine & Equipment	60,370
4250.40	Road Maint. & Construct.	178,315
4230.40	Snow & Ice	245,000
4240.40	Street Lights	82,250
4227.90	CAP-Various 1994	0
4227.90	CAP-Various 1995	22,200
SUBTOTAL		1,108,249

4310.40	Solid Waste Dispsl.	871,050
4310.41	Domestic Haz. Waste Disp.	25,000
4310.42	Recycle Expenses	148,200
SUBTOTAL		1,044,250

4400.21	Ground Maint. Wages	84,996
4400.40	Operation Expense	20,100
SUBTOTAL		105,096

4910.12	Cemetery Comm. Salary	600
4910.40	Operation Expenses	10,205
SUBTOTAL		10,805

TOTAL PART IV: PUBLIC WORKS	2,268,400
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5110.12	Board of Health Salary	1,250
5110.13	Health/Sanit. Salary	37,676
5110.15	Clerical Wages	29,874
5110.19	Inspector Fees	22,000
5110.40	Operating Expenses	9,100
SUBTOTAL		99,900

5190.13	Animal Insp. Salary	1,450
5190.14	Dead Anim. Agent Salary	1,750
SUBTOTAL		3,200

5230.13	Nurses Wages	25,195
5230.40	Nurses Expenses	3,900
SUBTOTAL		29,095

5410.13	Senior Director Salary	29,665
5410.40	Council Aging Expenses	10,237
5410.40	Respite Care	6,110
5410.41	Sen. Aide Contract	7,308
SUBTOTAL		53,320

5440.13	Senior Center	30,544
5440.80	CAP-Exter. Painting	0
SUBTOTAL		30,544

5430.40	Veterans Services	58,600
5440.40	Veterans Expenses	0
SUBTOTAL		58,600

TOTAL PART V: HEALTH & HUMAN SERVICES	274,659
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6100.13	Library Director Salary	45,600
6100.14	Asst. Director Salary	32,918
6100.15	Clerical Wages	17,335
6100.16	Custodian Wages	23,810
6100.16	Sen. Librarian Wages	114,711
6100.27	Library Assoc/Tech Wages	174,276

6100.28	Library Page Wages	10,220
6100.38	Operating Expenses	185,792
6100.81	CAP-Various	0
SUBTOTAL		604,662

6309.13	Rec. Coord. Salary	25,203
6309.14	Summer Supervision	0
6309.40	Operating Expenses	6,105
6309.41	Town Beach	6,050
6309.42	Summer Camp	4,850
SUBTOTAL		42,208

6700.40	Museum Expenses	3,000
6700.80	Museum CAP-Portico	0
SUBTOTAL		3,000

6730.13	Comm. Center Dir. Salary	35,000
6730.15	Clerical Wages	7,581
6730.16	Custodian Wages	0
SUBTOTAL		42,581

6920.40	Memorial Day Celeb.	1,800
SUBTOTAL		1,800

TOTAL PART VI: CULTURAL & RECREATION		694,251
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7100.10	Principal & Interest	2,827,169
SUBTOTAL		2,827,169

TOTAL PART VII: DEBT. SERVICE		2,827,169
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9110.40	Pension Assessment	768,130
9130.40	Unemployment Insur.	23,000
9140.40	Group Health Insur.	721,986
9141.40	Medicare Contrib.	105,000
9170.40	Accum. Sick Leave	20,000
9190.20	CWA Lump Sum	0
9190.21	Prof Devel. CWA	0
9450.40	Comprehensive Insur.	380,000
SUBTOTAL		2,018,116

TOTAL PART VIII: UNCLASSIFIED		2,018,116
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4510.40	Pipes and Supplies	60,000
4520.12	Commissioners Salary	1,200
4520.13	Superintendent Salary	43,300
4520.15	Clerical Wages	54,411
4520.17	Maint. Laborer Wages	187,581
4520.30	Overtime	40,000
4520.40	Operating Expenses	282,020
4520.41	Insur/Payroll Chg.	113,453
4520.42	Landfill Monitoring	6,500
4521.82	Master Plan Implement.	227,862
4521.84	CAP-Meter Replace.	32,000
4521.85	CAP-Diesel Truck	22,000
4521.86	CAP-Dump Truck	39,673
4521.87	CAP-Alarm System	6,000
4521.88	CAP-Trench Box	6,000
4521.89	CAP-Site Testing	78,000
4521.90	CAP-Various	0
SUBTOTAL		1,200,000

TOTAL PART IX: PUB ENTERPRISE WATER	1,200,000
TOTAL ARTICLE #4:	27,683,272

ARTICLE 5: It was voted that Section 22-1 of the Code of the Town be amended by striking the present 22-1 in its entirety and inserting in place thereof the following new Section:

22-1. There shall be a Finance Committee consisting of nine (9) voters of the Town none of whom shall hold any other elective or appointed Town office or position having to do with the expenditure of money. The members of the Finance Committee shall be sworn to the faithful performance of their duties and shall serve without compensation.

Section 2. The two additional members to be appointed under Section 1 of the this vote shall each be appointed for terms of three (3) years each. (Finance Committee Approved)

ARTICLE 6: It was voted unanimously that the Town Manager be and hereby is authorized and directed to appoint six (6) additional members of the Roudenbush Community Center which presently consists of nine (9) members. Two (2) of said new members to be appointed for a term of three (3) years, two (2) members to be appointed for a term of two (2) years and two (2) members to be appointed for a term of one (1) year and their successors shall be appointed for terms of three (3) years each.

✓ **ARTICLE 7:** It was voted unanimously that the care, custody, control and management of the Old Nabnasset School be transferred to the Roudenbush Community Center Committee.

(Finance Committee Approved)

✓ **ARTICLE 8:** It FAILED for the lack of a majority that the Selectmen be and hereby authorized and directed to appoint a committee of eleven (11) members whose function and duty shall be to study the present form of Town Meeting in Westford, including the advisability of establishing a Representative Town Meeting form of government and to report it's findings and recommendations to the Town at the next Annual Town Meeting.

✓ **ARTICLE 9:** It was voted that the Town accept the provisions of Section 83 of Chapter 71 of the Acts of 1993, as amended, known as the "Education Reform Act of 1993", to provide for an Early Retirement Incentive Program for the members of the Massachusetts Teachers Retirement System employed by the Westford Public Schools, with said program to include a five year additional credit for age, service, or a combination thereof and a limit of twelve (12) on number of eligible employees.

(Finance Committee Approved)

✓ **ARTICLE 10:** It was voted that the Town amend its by-laws relating to the Noncriminal Disposition of Violations, specifically Chapter 1 of the Code of the Town of Westford, Section 1-1 (D) by adding the following public health regulations of the Board of Health to the schedule of penalties:

Sect. 10.1	Smoking in Non-smoking Area	\$25.00 per offense
Sect. 10.2	Violation of Regulations on Sale and Distribution of Tobacco Products.	\$200.00 per offense

ARTICLE 11: It was voted to adopt the following resolution: That the Town instruct its representatives to the General Court to support the Massachusetts Municipal Associations Revenue Sharing Plan to provide an adequate and secure source of funds to support local government services by dedicating a portion of state tax revenues and lottery proceeds to fund

1. the new Chapter 70 school aid schedule
2. a general revenue sharing distribution, which includes a five year phase out of diversions of lottery funds to state programs; and
3. a gas tax distribution for construction and policing of local roads;

ARTICLE 12: It FAILED for the lack of a majority to adopt the following resolution: That the Town instruct its representatives to the General Court to support the amendments prepared by Massachusetts Municipal Association for the purpose of reducing the intrusion of the state government into local budget and taxation matters; restoring a measure of accountability of local government directly to local voters; and providing cities and town with additional flexibility in budgeting local services.

ARTICLE 13: It was voted to adopt the following resolution: That the Town instruct its representatives to the General Court to support the position of the Massachusetts Municipal Association in favor of full funding of the Cherry Sheet Highway Accounts, Chapter 81 and 90 accounts, as well as the swift passage of the Transportation Bond Bill, H. 1033, in order to assure a fair and predictable share of funds for distribution to cities and towns for use on local roads.

ARTICLE 14: It was voted that Article 14 be dismissed.

ARTICLE 15: It was voted that the Town authorize revolving funds for the Fiscal Year ending June 30, 1995 under the provisions of Ch. 44, Section 53E1/2 as follows:

A. Planning Board

Fees received by the Planning Board under its Rules and Regulations Governing the Subdivision of Land and for Site Plan Approval under the Westford Zoning By-law may be placed in a revolving fund and may be expended by the Planning Board without further appropriation for the purpose of engaging the services of consultants and technical services relating to engineering and municipal planning activities of the Planning Board, provided that the total expenditures made by the Planning Board from this fund during Fiscal Year 1995 shall not exceed \$60,000.

B. Conservation Commission

Fees received by the Conservation Commission under the Town's Non Zoning Wetlands Protection By-law may be placed in a revolving fund and may be expended by the Conservation Commission without further appropriation for the purpose of engaging the services of consultants and technical services relating to administration and enforcement of the state's Wetlands Protection Act and the Town's

Non-zoning Wetlands Protection By-law, provided that the total expenditures made by the Conservation Commission from this fund during Fiscal Year 1995 shall not exceed \$40,000.

C. Board of Health

Fees received by the Board of Health for Subsurface Sewer System Lot Testing Fees and Pump and Well Inspections may be placed in a revolving fund and may be expended by the Board of Health without further appropriation for the purpose of engaging the services of consultants and technical services for the testing, design review, inspection and approval of subsurface sewer disposal systems and private domestic water supplies; provided that the total expenditures made by the Board of Health from this fund during Fiscal Year 1995 shall not exceed \$25,000.

D. Zoning Bd. of Appeals

Fees received by the Zoning Board of Appeals for Comprehensive Permits under Ch. 40B of the General Laws may be placed in a revolving fund and may be expended by the Zoning Board of Appeals without further appropriation for the purpose of engaging the services of consultants and technical services; provided that the total expenditures made by the Zoning Board of Appeals from this fund during Fiscal Year 1995 shall not exceed \$10,000.

E. Recycling Commission

Fees received by the Recycling Commission for the sale of recycling bins and recycling products, the sale of recyclable materials may be placed in a revolving fund and may be expended by the Recycling Commission without further appropriation for the purpose of purchasing such bins and products and to compensate volunteer organizations who carry out recycling efforts on behalf of the Town; provided that the total expenditures made by the Recycling Commission from this fund during Fiscal Year 1995 shall not exceed \$10,000.

F. Sealer of Weights and Measures

Fees received by the Sealer of Weights and Measures for inspecting and calibrating weights and measures may be expended by the Town Manager without further appropriation for the purpose of compensating and meeting the operation expenses of the Sealer of Weights and Measures; provided that the total expenditures made by the Sealer of Weights and Measures from this fund during Fiscal Year 1995 shall not exceed \$2,500. (Finance Committee Approved)

ARTICLE 16: It was voted that the Town authorize the Library Trustees to accept grants and gifts on behalf of the Town.

(Finance Committee Approved)

ARTICLE 17: It was voted that the Town authorize the Historical Commission to accept grants and gifts on behalf of the Town.

(Finance Committee Approved)

It was voted to adopt the following resolution read by Elizabeth Michaud.

RESOLUTION: Whereas the Westford Common is an asset to the Town of Westford and to the Commonwealth of Massachusetts, be it resolved that Town Meeting affirms that the Parish Hall on the corner of Lincoln Street has historic, aesthetic and functional value to the community.

It was voted to adopt the following resolution read by Denali Delmar.

RESOLUTION: To request the Board of Selectmen to study the compensation and stipends for all elected and appointed boards and to report to the next Annual Town Meeting a fair and equitable schedule of compensation or some other manner Town Meeting can express appreciation to those people serving the Town, not to exclude zero funding for all positions.

ARTICLE 18: It was voted to adopt the following resolution regarding walkways in the Town of Westford.

RESOLVED: In order that walking and biking can be significant forms of transportation exercise and enjoyment in Westford, and to promote safety for walkers and bikers, the people of Westford ask the Master Plan Committee, with the help of Town Officials and departments, to explore ways of providing additional walkways and bikeways. This includes, but is not limited to, design, locations and maintenance.

ARTICLE 19: It was voted that the Town accept the following approved subdivision ways as Town Roads in Westford as laid out and recommended by the Board of Selectmen:

Calista Terrace
Grizzly Bear Circle
Polar Bear Lane
Koala Bear Lane
Almeria Circle
Ledgewood Drive
Black Bear Lane

ARTICLE 20: It was voted unanimously that the sum of \$174,000 be raised and appropriated for the purpose of constructing and reconstructing municipal outdoor recreational and athletic facilities at various locations on property of the Town and to meet said appropriation that the Treasurer, with the approval of the Selectmen, be and hereby is authorized to borrow the sum of \$174,000 under and pursuant to Chapter 44, Section 7, (25) of the General Laws as amended and supplemented, or under any other enabling authority, and to issue bonds and or notes therefor.

(Finance Committee Approved)

✓ **ARTICLE 21:** It was voted unanimously (1) That the care, custody, and control of the following portions of land acquired by the Town from the Estate of James E. Farmer (the so-called "Farmer parcel") said parcels being shown on a plan entitled "Plan showing the division of land into parcels of the Estate of John and Phyllis Farmer, Westford, MA., prepared for the Town of Westford", dated May 16, 1994, Meisner and Brem Corp., which plan or a copy thereof is to be filed with the office of the Town Clerk, be transferred from the Town generally to the following named boards, departments of committees:

<u>Parcel No.</u>	<u>To be transferred</u>
Parcel B	To the Recreation Commission
Parcel C	To the Conservation Commission
Parcel D	To the Cemetery Commission
Parcel E	To the Water Commission
Parcel F	To the Water Commission

(2) That the Selectmen be and hereby are authorized and directed to convey to the Westford Housing Authority, without any monetary consideration, all right, title and interest of the Town in and to Parcel A shown on said plan.

ARTICLE 22: It was voted unanimously that the sum of \$50,000 be raised and appropriated for the purpose of obtaining engineering and architectural services for plans and specifications in connection with proposed outdoor facilities on property acquired by the Town from the Estate of James E. Farmer, being the so-called "Farmer Parcel"; and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$50,000 under and pursuant to Chapter 44, Section 7, (22) as amended and supplemented, or any other enabling authority, and to issue bonds and notes therefor.

(Finance Committee Approved)

ARTICLE 23: It was voted that Article 23 be dismissed.

ARTICLE 24: It was voted unanimously that the Town amend the non-zoning wetlands bylaw Chapter 171 of the Code of the Town of Westford as follows: Amend Chapter 171, Section 9 Definitions, by adding the following Definition for "Buffer Zone": ✓

BUFFER ZONE - Shall be defined as all those areas that lie within one hundred (100) feet of the boundary of any bank, freshwater wetland, flat, marsh, wet meadow, bog, swamp, vernal pool, beach, brook, stream, pond, or lake; or within one hundred (100) feet of the 100-year flood line, as determined under the Federal Emergency Management Agency (FEMA);

and; Amend Chapter 171, Section 2, Prohibited Activities, by adding the following language:

Use Prohibitions

In the Buffer Zone, the following uses are prohibited:

1. Installation of a septic system or other sewage disposal system, except to replace an existing system servicing a structure existing prior to May 7, 1994; (for the purpose of this Section, "system" shall mean not only the leaching field, but also the associated septic tank and all connecting pipes between the structure, tank and leaching field);
2. Dumping of any material;
3. Storage of salts, fertilizers, heavy metals, petrochemical products or toxic substances.

ARTICLE 25: (Taken up after Article 28) It was voted unanimously that the Town amend its Zoning Bylaw, Chapter 173 of the Code of the Town of Westford, as follows:

Amend Section 173-16.1.B. (Conservation Zone, Zone Delineation) by adding the following new section (7):

(7) That land located easterly of Tenney Road shown as "Parcel A" containing 15.30 acres as shown on a plan entitled "Plan of Land, Tenney Road, Westford, Massachusetts, prepared for Avalon Real Estate Dev. Corp." dated November 6, 1992, revised 9/9/93, scale 1 inch = 100 feet by VTN Northeast, Inc., 190 Littleton Road, Westford, MA 01886; or act in relation thereto.
(Planning Board in Favor)

ARTICLE 26: It was voted unanimously that the Town amend its Zoning Bylaw, Chapter 173 of the Code of the Town of Westford, and the Zoning Map therein referred to as follows:

Amend the Zoning Map defined in Section 173-9 by rezoning from Industrial A District to Residence A District, that section of land east of Forrest Road currently shown as Industrial A District on a Plan entitled "Definitive Subdivision Plan, Benchmark Estates, Westford, Massachusetts" Dated July 30, 1993, by Meisner Brem Corporation, 190 Littleton Road, Westford, MA.

(Planning Board in Favor)

ARTICLE 27: It was voted 121-11 (2/3 vote required) that the Town amend its Zoning Bylaw, Chapter 173 of the Code of the Town of Westford, as follows:

Amend Section 173-20.C., Open Space Residential Development, Minimum Dimensional Requirements, Subsection (5) by striking the words "two hundred and fifty (250) feet" and inserting in place thereof the words "One hundred (100) feet".

(Planning Board in Favor)

ARTICLE 28: It FAILED for the lack of a majority 76-51 that the Town amend its Zoning Bylaw, Chapter 173 of the Code of the Town of Westford, as follows:

Amend Section 173-13, Table of Use Regulations, in line A (3) Open Space Residential Development, by adding SPB for the Industrial A District (IA), the Business District (B) and the Industrial B (IB) District. (Planning Board in Favor)

ARTICLE 29: It was voted unanimously that the Town amend its Zoning Bylaw, Chapter 173 of the Code of the Town of Westford, as follows:

Amend Section 173-16.1.B. (Conservation Zone, Zone Delineation) by adding the following new section (5):

- (5) That portion of Parcel B as described below as shown on a plan entitled "Plan of Land, Land Off Lucille Ave., Westford, Massachusetts" dated December 6, 1993, scale 1" = 50 feet by Meisner Brem Corporation, 190 Littleton Road Westford, MA. Specifically the land to be included in the Conservation Zone shall be that portion of the lot commencing at Lucille Ave. extending easterly and then southerly to land of the Boston and Maine Railroad, thence running southwesterly approximately 587 feet along said land of the Boston and Maine Railroad and then turning northwesterly for approximately 191 feet. Parcel B contains a total of

3.02 acres, of which the portion to be placed in the Conservation Zone includes approximately 2.5 acres.
(Planning Board in Favor)

ARTICLE 30: It was voted unanimously that the Town amend its Zoning Bylaw, Chapter 173 of the Code of the Town of Westford, as follows:

Amend Section 173-16.1.B. (Conservation Zone, Zone Delineation) by adding the following new section (6):

(6) With reference to a plan of land entitled "Plan of Land, Hartford Rd., Westford, MA" dated Nov. 16, 1993, revised 1/18/94 and 2/10/94, scale 1 inch = 80 feet by Meisner Brem Corporation, 190 Littleton Road, Westford, MA; the Conservation Zone includes all the frontage on Patten Road and extending from there to the wetland, extending to a depth of 150 feet from the Patten Road property Line and the Hartford Road property line as shown on the plan, and consisting of approximately 3.4 acres.

ARTICLE 31: It was voted unanimously that the Town appropriate the sum of \$416,000 from Water Surplus Acct. for the purpose of constructing or reconstructing the water mains from Town Farm Tank to Town Farm Rd. and from Town Farm Rd. to Groton Town Line (W. Prescott St.).
(Finance Committee Approved)

ARTICLE 32: It was voted unanimously that the sum of \$280,000 be raised and appropriated from the Water Surplus Acct. for the construction of a water booster station on Boston Rd. at the Mass. Highway Dept. Yard.
(Finance Committee Approved)

ARTICLE 33: It was voted unanimously that the sum of \$25,000 be raised and appropriated for the construction and improvement of Forrest Rd.; and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$25,000 under and pursuant to Chapter 44, Section 7 (5) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor; and that betterments be assessed against the owner of lots within the area which it is expected will receive benefit of advantage other than the general advantage to the community from the improvements to be made as more particularly provided in an agreement between Benchmark Homes, Inc. and the Town dated April 26, 1994.
(Finance Committee Approved)

ARTICLE 34: It was voted that the Town raise and appropriate the sum of \$10,000, to be applied to Account No. 5221.40, for the purpose of employing and compensating the Town's Substance Abuse Prevention Coordinator, employed by the Board of Health.

ARTICLE 35: It was voted 106-37 (2/3 voted required) that the sum of \$85,000 be raised and appropriated for the purpose of constructing an elevator at the Day School; and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, and subject to the approval of the Emergency Finance Board, is hereby authorized to borrow the sum of \$85,000 under and pursuant to Chapter 44, Section 7, (3A) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor. (Finance Committee Disapproved)

ARTICLE 36: It was voted unanimously that the sum of \$50,000 be raised and appropriated for the purpose of replacing/reconstructing roofs and related extraordinary building repairs at the Police Station, the Fletcher Library, and the Old Nabbasset School; and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$50,000 under and pursuant to Chapter 44, Section 7, (3A) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor.

(Finance Committee Approved)

ARTICLE 37: It was voted unanimously that the sum of \$145,000 be raised and appropriated for the purpose of purchasing a new Fire Pumper for the Fire Department; and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$145,000 under and pursuant to Chapter 44, Section 7 (9) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor.

(Finance Committee Approved)

ARTICLE 38: It was voted that the sum of \$105,000 be raised and appropriated for the purpose of purchasing the following Departmental Equipment:

Equipment Trailer	\$11,000
Small Roller	12,000
1 Ton Dump Truck	21,000
Wing Plow for Loader	0
Brush Mower/Small Tractor	26,000
2 New Snow Plows	10,000
Loader/School Department	25,000
TOTAL	\$105,000

and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$107,000 under and pursuant to Chapter 44, Section 7 (9) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor.

(Finance Committee Approved)

ARTICLE 39: It was voted unanimously that the sum of \$45,000 be raised and appropriated for the purpose of remodeling, reconstructing and making extraordinary repairs at the following buildings:

1.	Classroom Conversion - Day School	\$45,000
2.	Interior Door Replacements/Repairs	0
3.	Athletic Storage Building	0
4.	Chiller Units at Westford Academy	0
TOTAL		\$45,000

and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$45,000 under and pursuant to Chapter 44, Section 7, (3A) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor.

(Finance Committee Approved)

ARTICLE 40: It was voted unanimously that the sum of \$50,000 be raised and appropriated for the purpose of paving and expanding parking lots at various municipal and school locations as follows:

1.	Nabnasset School	\$30,000 (amended from \$90,000 79-46)
2.	Westford Academy	0
3.	Fletcher Library	20,000
4.	Town Hall/Police/Fire Complex	0
TOTAL		\$50,000

and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$50,000 under and pursuant to Chapter 44, Section 7 (5) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor.

ARTICLE 41: (Taken up before School Budget) It was voted 231-4 (2/3 vote required) that the sum of \$142,000 be raised and appropriated for the purpose of purchasing instructional computer hardware for the Day School, Abbot School and Westford Academy; and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$142,000 under and pursuant to Chapter 44, Section 7 (9) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor.

(Finance Committee Approved)

It was voted unanimously to allow Bridget Shorey to speak for Article 42.

ARTICLE 42: It FAILED 117-41 (2/3 vote required) that the sum of \$165,000 be raised and appropriated for the purpose of installing a complete track facility at Westford Academy or other suitable site; and to meet said appropriation that the Treasurer, with the approval of the Board of Selectmen, is hereby authorized to borrow the sum of \$165,000 under and pursuant to Chapter 44, Section 7 (25) of the General Laws, as amended and supplemented, or under any other enabling authority, and to issue bonds and notes therefor.

(Selectmen Disapproved)

(Finance Disapproved)

ARTICLE 43: It was voted unanimously that the Town will vote to raise and appropriate the sum of \$150,000.00 to be placed in the Stabilization Fund authorized under Chapter 40, Section 5B of General Laws.

(Finance Committee Approved)

ARTICLE 44: It FAILED for the lack of a majority that the Town raise and appropriate the sum of \$100,000.00 to be deposited in the Conservation Fund, established under General laws, Chapter 40, Section 8C for the purpose of acquiring land for conservation and open space purposes.

It was voted unanimously to adjourn the Annual Town Meeting at 6:10 PM.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

TOWN OF WESTFORD

SPECIAL TOWN MEETING

MAY 7, 1994

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town Affairs, held at Abbot School on Saturday, May 7, 1994, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. The Attendance was 213. (A quorum of 207 was needed.)

ARTICLE 1: It was voted unanimously that the Town amend the votes taken under Article 4 of the Annual Town Meeting held May 8, 1993 by increasing or decreasing the amounts raised and appropriated for the operation and maintenance of Town Departments for the Fiscal Year July 1, 1993 through June 30, 1994.

ACCT. NO.	ACCOUNT NAME	ORIGINAL APPROPRIATION	TRANSFER AMOUNT
13140	Finance Reserve Fund	97000.00	(21000.00)
13140	Finance Comm Special Serv.	2500.00	230.00
13313	Finance Director	52500.00	832.00
13340	Finance Contract Clerical	24363.00	(1062.00)
15440	Labor Counsel	7000.00	4062.00
16140	Town Clerk Operating	1995.00	1800.00
16281	Town Clerk Capital	1800.00	(1045.00)
17140	Conservation Minutes	1200.00	900.00
17541	Planning Board Minutes	2400.00	640.00
17740	Affordable Housing	500.00	(500.00)
19141	Public Meeting Space	3000.00	(3000.00)
19240	Town Hall Operating	21365.00	6313.00
19281	Personal Computers	15000.00	(900.66)
19340	Police/Fire Complex	25000.00	2520.00
21020	Police Retro	58386.00	410.76
21130	Police Overtime	149427.00	23158.66
21133	Police Court	20323.00	3000.00
21134	Police Special Detail	13545.00	(4000.00)
21181	Police Cruisers	55110.00	(209.76)
24114	Asst. Building Inspector	1000.00	1500.00
24115	Building Clerical	9949.00	(1501.26)
24140	Building Operational	6135.00	(2500.00)
30540	School Operating	13598047.00	50000.00
42121	Highway Wages	379895.00	(16000.00)
42140	Highway Administration	14940.00	2500.00
42599	River Street Bridge	19000.00	16000.00
42782	Air Compressor	12000.00	(68.00)
42783	Waste Oil Heater	5000.00	(250.00)
42940	Machine & Equipment	16700.00	(2500.00)
43141	NESWC-94	866550.00	21000.00
43141	NESWC-93	0.00	48387.00
51015	B.O.H. Clerical	26572.00	1501.26

Special Town Meeting

May 7, 1994

ACCT. NO.	ACCOUNT NAME	ORIGINAL APPROPRIATION	TRANSFER AMOUNT
54440	Senior Center	25000.00	(12000.00)
61015	Library Custodial	22610.00	630.00
67316	Roudenbush Custodial	6438.00	(5000.00)
61028	Library Assistant	161636.00	1752.00
91140	Retirement	773256.00	(40000.00)
91340	Unemployment Insurance	48000.00	(25000.00)
91640	Medicare Contribution	81000.00	20000.00
94540	Comprehensive Insurance	355000.00	(70600.00)

It was voted unanimously to adjourn the Special Town Meeting at 3:10 PM.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

TOWN OF WESTFORD

SPECIAL TOWN MEETING

OCTOBER 24, 1994

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town Affairs, held at the Abbot Elementary School, on Monday, October 24, 1994, the following business was transacted:

Election Officers, using voting lists acted as tellers at the doors. The attendance was 489 (a quorum of 220 was needed).

Ellen Harde, Town Moderator, called the meeting to order at 7:30 PM.

Article 1: It was voted unanimously to reduce, by the following amounts, the appropriations made in the following line item accounts under Article 4 of the Annual Town Meeting held May 7, 1994;

Account No. 31040/56001	N.V.T.H.S. Assessment	(\$945.00)
Account No. 91140/57801	Retirement Assessment	(150,270.00)
Account No. 91340/57802	Unemployment Insurance	(7,000.00)
Account No. 91640/57804	Medicare Assessments	(39,000.00)

(Finance Committee Approved)
(Selectmen Approved)

Article 2: It was voted to amend the vote taken under Article 4 of the Annual Town Meeting by reducing the total to be raised and appropriated by the sum of \$17,500 and appropriating the sum of \$17,500 from Receipts Reserved for Appropriation Conservation Commission Fees for the purpose of offsetting a portion of that Conservation Commission budget in fiscal year 1995.

(Finance Committee Approved)
(Selectmen Approved)

Wendi Foley, Chairperson, Solid Waste Cost Containment Committee, gave a report on the Recycling effort.

Article 22: It was voted that Article 22 be dismissed.

Article 3: It was voted to raise and appropriate the following amounts to the following accounts:

Acct. No. 310/32540	Master Plan Implem. Expense	\$4,000
Acct. No. 42540/52112	Highway Dept. Road Maint.	\$15,000
Acct. No. 17540/52024	Planning Board Minutes	\$1,500
Acct. No. 17140/52024	Conservation Comm. Minutes	\$900
TOTAL		\$21,400

(Finance Committee Approved)
(Selectmen Approved)

Article 4: It was voted unanimously (2/3 vote required) to appropriate from Fund Balance- Stabilization Fund the following sums for the following purposes:

Acct. No. 30540/50110	School Department, O&M.	\$ 26,371
Acct. No. 15381/58050	Town Hall Telephone System Replacement	10,000
Acct. No. 12341/51603	Management Development and Training	7,500
Acct. No. 18440/52031	Cable TV License Renewal/Special Counsel	5,000

(Finance Committee Approved)
(Selectmen Approved)

Article 5: It was voted unanimously (2/3 vote required) to transfer the following amounts from Account No. 21014/51116 Police Lieutenant Salary to the following accounts:

Acct. No. 21040/51700	Police Operating Expense	\$1,000
Acct. No. 21123/51118	Patrolman Wages	17,840
Acct. No. 21130/51301	Overtime	3,782
Acct. No. 21135/51305	Training	520
Acct. No. 21182/58051	E-911 Implementation	13,211
TOTAL		\$36,353

(Finance Committee Approved)
(Selectmen Approved)

Article 6: It was voted unanimously that the sum of \$21,000.00 be raised and appropriated for the purpose of replacing carpet at the J. V. Fletcher Library and that to meet said appropriation the sum of \$7,825.71 be appropriated from Fund Balance - County Dog Fund; that the sum of \$12,242.40 be appropriated from Fund Balance - State Aid to Libraries; and that \$931.89 be transferred from the unencumbered, unexpended fund balance in the Frost Building Repairs account.

(Finance Committee Approved)
(Selectmen Approved)

Article 7: It was voted unanimously (9/10 vote required) that the Town will raise and appropriate the sum of \$2,463 for the payment of unpaid bills from a prior fiscal year per M.G.L. Ch. 44, Section 64 relating to the construction of the Senior Citizens Center.

(Finance Committee Approved)
(Selectmen Approved)

Ellen Harde, Moderator, promised refreshments if the next Special Town Meeting has a quorum by 7:30 PM.

Article 8: It was voted unanimously that the sum of \$10,294.32 be appropriated to the Conversion of Classroom Space/Day Elementary School Account; and that to meet said appropriation the sum of \$1,895.67 be appropriated from the unencumbered, unexpended balance of the Robinson School Gym Floor Account and that the sum of \$8,398.65 be appropriated from the unencumbered, unexpended fund balance in the Abbot Parking Lot Account.

(Finance Committee Approved)
(Selectmen Approved)

Article 9: It was voted unanimously that the sum of \$2,877.35 be appropriated for the Nabnasset School Roof Acct. (\$604.83) and the Day School Elevator Account (\$2,272.52); and to meet said appropriation the sum of \$2,877.35 be appropriated from the unencumbered, unexpended balance of the Robinson School Gym Floor Account.

(Finance Committee Approved)
(Selectmen Approved)

Article 10: It was voted that the Town appropriate the sum of \$543,686 from the proceeds due the Town of Westford under the provisions of Section 34 (2) (a) of Chapter 90 of the General Laws, as amended by Ch. 85 of Acts of 1994 for the reconstruction and resurfacing of roads in Westford and other purposes authorized under Chapter 90 of the General Laws. Not to be used for the layout and construction of Old Lowell Road or Vose Road.

(Finance Committee Approved)
(Selectmen Approved)

Article 11: It was voted unanimously that the Town appropriate the sum of \$5,000 from the unexpended, unencumbered balance in the Frost Building Repairs Acct. for the installation of exterior emergency lights at the Senior Citizens' Center at the former Cameron School.

(Finance Committee Approved)
(Selectmen Approved)

Article 12: It was voted unanimously (2/3 vote required) that the sum of \$82,000 be raised and appropriated for reconstructing and making extraordinary repairs to the roofs of the Police Station, the J. V. Fletcher Library, and the Old Nabnasset School and to raise said appropriation the Treasurer, with the approval of the Selectmen, is hereby authorized to borrow the sum of \$82,000 under and pursuant to Ch. 44, Section 7(3A) of the General Laws, as amended and supplemented, and any other enabling authority and to issue bonds or notes therefor; said sum to be in addition to the amount appropriated under Article 36 of the warrant of the Annual Town Meeting held in May of the current year.

(Finance Committee Approved)

(Selectmen Approved)

Article 13: It was voted unanimously that the Town raise and appropriate the sum of \$42,000, to a consulting services account for the purpose of the Town Manager retaining the services of a qualified contractor to organize and improve the Town's community development and environmental review process and related planning activities. This contract will not be awarded until a list of deliverables is defined and agreed to by the Planning Board, Selectmen and Master Planning Committee.

(Finance Committee Approved)
Selectmen Approved)

Article 14: It was voted that the Selectmen be and hereby are authorized and directed to appoint a committee to be known as the Permanent School Building Committee whose function and duty shall be to determine how and at what cost the need for additional school buildings, or additions thereto, may best be met; said committee is hereby authorized, but subject to appropriation therefor, to obtain architectural and engineering services, for site selections and/or preliminary schematic drawings for the forgoing projects.

(Finance Committee Recommendation not Required)
(Selectmen Approved)

Article 15: It was voted 463 (yes) - 26 (no) (2/3 vote required) that the sum of \$50,000 be raised and appropriated for the projects authorized by the vote adopted under the preceding article, said sum to be expended by the committee to be appointed under said vote, hereby authorizing said committee to apply for and approve all state reimbursement documents; and to meet said appropriation, that the Treasurer, with the approval of the Selectmen, is hereby authorized to borrow the sum of \$50,000 under and pursuant to Chapter 44, Section 7 (21) of the General Laws, as amended and supplemented, and any other enabling authority and to issue bonds and notes therefor; and that the Permanent School Building Committee be and hereby is authorized to enter into a contract with the architectural firm conducting the preliminary architectural schematic drawings to provide all final schematic drawings, bid documents, and construction plans and to approve all state reimbursement documents.

(Finance Committee Approved)
(Selectmen Approved)

Ellen Harde, Moderator, eulogized Reggie Blowey who has served on a number of boards and committees. Reggie died last month at the age of 89. He will be greatly missed.

Article 16: It was voted unanimously to dismiss Article 16.

Article 17: It was voted unanimously that the Town raise and appropriate the sum of \$1,000 to provide for the care and maintenance of the Tadmuck Building and the Parkerville School House during fiscal year 1995.

(Finance Committee Approved)
(Selectmen Approved)

Article 18: It was voted unanimously (2/3 vote required) that the Town appropriate from the Stabilization Fund the sum of \$2,500 for a Senior Citizens Volunteer Services/Tax Rebate Program.

(Finance Committee Approved)
(Selectmen Approved)

Article 19: It was voted unanimously that the Town appropriate from Fund Balance - Frost Building Fund the sum of \$5,500 for the improvement and repair of the concrete pad at the rear entrance of the J. V. Fletcher Library.

(Finance Committee Approved)
(Selectmen Approved)

Article 20: It was voted unanimously (2/3 vote required) that the Town accepts Maple Rd. as and for a Public Way in Westford, in accordance with a layout established by the Board of Selectmen; that the sum of \$25,000 be raised and appropriated for the improvement of said way; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized to borrow the sum of \$25,000 and issue bonds or notes therefor; and that betterments to the extent of seventy-five (75%) of the cost of the improvement will be assessed against the abutting estates as determined by the Board of Selectmen, at a rate equal to two per cent (2%) above the rate of interest chargeable to the Town for the betterment project to which the assessments relate.

(Finance Committee Approved)
(Selectmen Approved)

Article 21: It was voted unanimously (2/3 vote required) that the Town accepts Tower Rd. as and for a Public Way in Westford, in accordance with a layout established by the Board of Selectmen; that the sum of \$35,000 be raised and appropriated for the improvement of said way; that to meet said appropriation the Treasurer, with the approval of the Selectmen, be and is hereby authorized to borrow the sum of \$35,000 and to issue bonds or notes therefor; and that betterments to the extent of seventy-five (75%) of the cost of the improvement will be assessed against the abutting estates as determined by the Board of Selectmen, at a rate equal to two per cent (2%) above the rate of interest chargeable to the Town for the betterment project to which the assessments relate.

(Finance Committee Approved)
(Selectmen Approved)

Article 23: It was voted that the Town will vote to amend Appendix A of the Personnel By-law by adjusting the minimum and maximum salaries and wages for the Director of Health Care Services as follows:

Title	Minimum	Maximum
Director of Health Care Services	\$33,250	\$44,250

(Finance Committee Approved)
(Selectmen Approved)

Article 24: It was voted unanimously that Article 24 be dismissed.

Article 25: It was voted 285 (yes) - 1 (no) (2/3 vote required) that the Town will amend the Westford Zoning By-law in accordance with General Laws, Ch. 40A as follows:

PREAMBLE:

The Town of Westford's Master Plan Committee is in the process of developing a Plan for the economic, cultural and physical future of the Town. In the course of its discussions, the Committee has identified as a major concern the possibility that construction of large retail developments would be inconsistent with the goals and recommendations of the Master Plan. Therefore, the Master Plan Committee has determined that the Town's future will be best served by limiting construction of large retail developments, until the Master Plan is finalized and accepted by the Town.

The following amendment is intended to prevent construction of a very large retail development during the interim period, and to provide a long and more thorough review period for retail buildings between 30,000 and 60,000 square feet.

AMENDMENT:

Amend the Zoning Bylaw, Section 173-11, "General requirements; use regulations symbols explained," by adding the following new paragraph C:

C. Interim provisions for large retail buildings. The following provisions shall supersede the notations in Sect. 173-13, Table of Use Regulations, and shall remain in effect through December 31, 1995, unless sooner amended or repealed. If at the time of the repeal or expiration of these provisions the Town has adopted amendments to the Zoning Bylaw that apply to these uses, any regulations that were superseded by this section and that are not incorporated in the amended Bylaw shall be considered to have been repealed as of the date of adoption of this section.

- (1) There provisions shall apply to buildings that are used primarily for one or more of the uses listed in Sect. 173-13, subsection D, items (1), (2), (3), (4), (8) & (13).
- (2) Buildings larger than 60,000 square feet gross floor area shall be prohibited.
- (3) In districts where Sect. 173-13 indicates that such uses are permitted (P) or allowed under a special permit (SPA OR SPB), buildings with between 30,000 and 60,000 square feet gross floor area shall instead be allowed under a special permit by the Planning Board (SPB). Notwithstanding Sect. 173-22D(4), all requirements of Sect. 173-22, Site plan review, shall apply to such buildings except those that are to be approved under the special permit procedures for planned commercial developments and planned industrial developments.
- (4) For purposes of this section, a "wholesale club" or similar use for which a majority of the customers make their purchases at the site shall be considered to be a retail use under Sect. 173-13 D(1).
- (5) During the period in which this section is in effect, any application for a building permit or special permit, and any plan submitted to the Planning Board under M.G.L. Chap. 41, Sect. 81o (definitive plan), 81p (approval not required plan) or 81s (preliminary plan), shall be subject to this section.

(Finance Committee Recommendation not Required)
(Selectmen Approved)
(Planning Board Approved (4-1))

It was voted to adjourn the Special Town Meeting at 10:45 PM.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

ZONING BOARD OF APPEALS

The Zoning Board of Appeals is a quasi-judicial body of five members and two associate members chartered under both State Law (Chapter 40A) and the Westford Zoning Bylaw to act in four primary areas:

Variances

To hear and decide on petitions, regarding particular land or structures, to deviate from the provisions of the Bylaw. This is a serious matter in that the petitioner is seeking a sanction to violate the requirements of the Bylaw passed by at least 2/3 of those voting at Town Meeting. Accordingly, Chapter 40A requires that the petitioner show that very specific conditions for appeal are met and that neither the intent and purpose of the Bylaw, nor the public good will be harmed.

Special Permits

To hear and decide on petitions for uses specifically enumerated in the Zoning Bylaw, but requiring review and approval by the Board of Appeals. The petitioner must show that the general and specific provisions of the Bylaw are met, and that the use is "in harmony with the general purposes and intent of the Bylaw".

Appeals

To hear and decide on appeals to a decision of the Building Inspector or his\her failure to enforce the Zoning Bylaw.

Comprehensive Permits

To hear and decide on petitions to build affordable housing units, and seek relief from specific requirements of our Zoning Bylaw under the State's "Anti-Snob Zoning Act", Chapter 774.

Our case load for this year was at a more reasonable level, totalling 37 cases, last year was 47 cases.

Variances (dimensional) for yard side or frontage....	31
	(1 Denied)
Special Permits for conversion of single family dwelling for two or up to four families	3
Other Special Permits.....	1
Comprehensive Permits.....	1
Withdrawals.....	1

The Board was presented with an application for a Comprehensive Permit for an affordable housing proposal on West Street. This case took the entire year to iron out the proposal in a way which would best serve the town, abutters and the future residents of the development.

The Board welcomes testimony from Town Boards and interested citizens, in addition to that of the parties directly in interest, in order to obtain the broadest input in reaching its decisions.

We would like to reiterate on the continuing concern regarding house numbering. It is extremely important that all house numbers be clearly identified. Our main concern is for our ambulances, fire and police services capability of locating a house. All house numbers should be clearly visible from the street, the Bylaw specifies 2 inches minimum, clear and plainly visible (not script or stylized). We have found many numbers to be placed in unusual locations or displayed in unusual colors, this makes them very difficult to identify. Having the numbers on the mail boxes as well will be a help in an emergency. Please try and help our emergency providers.

Respectfully submitted,

John Cadigan, Chairman
Ronald Johnson
Roger Hall
Ellen Doucette
Jay Enis
David Earl, Associate
Sam Frank, Associate

BOARD OF ASSESSORS

YEARS ACTIVITIES

After the FY '94 third quarter "actual" bill was sent out on December 28, 1993, the Assessors and staff began the review of calendar year 1993 sales. Analysis showed that the overall assessment level of the Town's residential parcels had dropped to 92% of Fair Market Value. We also observed that three out of the eight geographical neighborhoods had assessment levels below the state mandate 90%. In effect, these three areas were being subsidized by the remainder of the Town. After discussing several options, the Board decided to raise the land assessments in these three neighborhoods, which would then bring all the neighborhoods into state compliance, and would allow all residential taxpayers to start off on an even basis for the upcoming FY '96 State mandated triennial recertification of values. The median amount of increase for each of the affected taxpayers was approximately \$5,500 in assessed value, or \$84.59 in tax dollars.

In late March, a contract was signed with Batchelder and Associates to measure and list all residential parcels within the community. At the end of the last recertification year, FY '93, the Department of Revenue, which oversees all the responsibilities with regard to valuation, for every Board of Assessors, strongly recommended that the above process be undertaken. DOR requires this to be done at least every 8-9 years, if the process is not done on an ongoing basis. As of December 31, 1995 4,100 parcels had been remeasured and 2,900 of these had their interiors inspected. In the course of their duties, Batchelder was able to document over \$3,000,000 of unpermitted improvements, which amount to an additional \$45,000 being raised this year. Once every parcel has been visited at least three times, and entry has not been gained (with the exception of refusals) a letter will be sent out to these parcels, which will give the owner an opportunity to set up an appointment. This project is targeted to end around the end of May, 1995.

STATISTICS

EXEMPTIONS - For Fiscal Year 1994, the Board granted 219 statutory exemptions for property taxes (Veterans, elderly over the age of 70, blind, etc.) in the amount of \$62,020.51. In Fiscal Year 1993, the amount was \$67,714.

ABATEMENTS - In Fiscal Year 94, 85 requests for abatement of commercial, industrial, residential, and personal property taxes were filed; 43 were granted resulting in a total refund of \$88,900 in tax dollars. There were 5 appeals filed with the Appellate Tax Board, which are awaiting trial.

VALUATION - Fiscal year 1994 saw no adjustments done to valuation. Statistical analysis of the sales revealed that the overall sales-ratio about the median was 96% with a Coefficient of dispersion of 6.50. All eight neighborhoods were within two percentage points of the median, except for one neighborhood. The Assessors, after careful deliberation, opted to leave all values as they were for Fiscal Year 1994. Please note that this was the first year in the last five, that the sales ratios were less than 100 percent. This indicated that the residential market was starting to rebound. However, on the Commercial/Industrial side, economic rents, vacancy rates were about the same as they had been in the previous year. Certain types of property, office space, industrial warehouse, old mill space, continued to remain stagnant, showing no sign of any increase in value, which would help buffer the residential sector from bearing a rising share of the Town's tax levy.

Respectfully submitted by:

Kevin A. Burke, Chairman
Michael D. Rogers
Janis M. Ackerman

TOWN OF WESTFORD BOARD OF ASSESSORS

FY95 TAX RATE COMPUTATION

A. AMOUNT TO BE RAISED:

1. APPROPRIATED	\$29,085,002
2. DEBT AND INTEREST	\$2,827,169
3. OFFSETS	\$31,554
4. STATE AND COUNTY CHARGES	\$106,074
5. OVERLAY RESERVE	\$148,111

B. ESTIMATED RECEIPTS AND REVENUES

1. STATE AID	\$4,743,223
2. LOCAL RECEIPTS	\$2,563,936
3. OTHER SOURCES TO REDUCE THE TAX RATE	\$1,383,479
4. AVAILABLE FUNDS (WATER ENTERPRISE)	\$1,896,000
5. FREE CASH TO REDUCE THE TAX RATE	\$0
	\$10,586,638

C. AMOUNT TO BE RAISED BY TAXATION	\$19,658,486
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D. VALUATION

1. REAL PROPERTY	\$1,250,401,249
2. PERSONAL PROPERTY	\$27,863,100
	\$1,278,264,349

E. TAX RATE = (\$16,014,750 / \$1,349,178,600) X (1000) =	\$15.38
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PROPERTY ASSESSMENT CHANGE LIST

	01-Jan-93	01-Jan-94	NET DIFFERENCE
REAL PROPERTY	\$1,200,366,770	\$1,250,401,249	\$50,034,479
PERSONAL PROPERTY	\$27,281,520	\$27,863,100	\$581,580
	\$1,227,648,290	\$1,278,264,349	\$50,616,059

SOURCE OF DIFFERENCE

NEW CONSTRUCTION/ADDNS/ALTERATIONS	\$47,173,496
SUBDIVISIONS, PARCELS AND CONDOMINIUMS	\$3,661,912
PERSONAL PROPERTY	\$1,825,600
VALUATION ADJUSTMENTS (ABATEMENTS)	(\$13,336,700)
INTERIM YEAR VALUATION ADJUSTMENT	\$11,291,751
TOTAL ADJUSTMENTS	\$50,616,059

PROFILE OF TAXABLE REAL PROPERTY-LAND USE (1 JAN 94)

USE	ACREAGE	TOTAL VALUE
1. RESIDENTIAL:		
A. SINGLE FAMILY	5695	39.3%
B. MULTI FAMILY	397	2.7%
C. CONDOMINIMUMS	369	2.5%
D. VACANT LAND	2585	17.8%
2. OPEN SPACE	630	4.3%
3. COMMERCIAL:	652	4.5%
4. INDUSTRIAL	1761	12.1%
5. FORESTRY/AGRICULTURAL/RECREATION	1456.3	10.0%
6. MIXED USE:		
A. COMML & INDUSTRIAL	185	1.3%
B. OPEN SPACE & RESIDENTIAL	775	5.3%
	14505	100.0%
		\$1,250,401,249
		100.0%

PROFILE OF EXEMPT REAL PROPERTY-LAND USE (1 JAN 94)

USE	ACREAGE	TOTAL VALUE
1. TOWN OF WESTFORD	2074.4	65.0%
2. EDUCATIONAL ORGANIZATIONS	527.76	16.5%
3. CHARITABLE ORGANIZATIONS	539.59	16.9%
4. CHURCHES	27.42	0.9%
5. COMM. OF MASSACHUSETTS	12.58	0.4%
6. HOUSING AUTHORITY	7.65	0.2%
	3189.4	100.0%
		\$172,249,200
		100.0%

REPORT OF THE BUILDING COMMISSIONER 1994

PERMITS ISSUED.....	2230
FEES COLLECTED IN 1994.....	\$189,045
Dwellings.....	170
Additions.....	56
Renovations/Remodel.....	66
Antenna.....	0
Decks.....	47
Barns.....	2
Sheds.....	28
Woodstoves.....	22
Reroof.....	94
Siding.....	13
Garages.....	20
Demolitions.....	6
Pools.....	18
Signs.....	3
Commercial - New Buildings	1
Commercial Renovations.....	28
Foundations.....	36
Tents.....	0
Chimney.....	105
Driveway/Curb Cuts.....	33
Place of Assembly.....	18
Plumbing Permits.....	456
Gas Permits.....	442
Electrical Permits.....	566

Respectfully submitted,

Leo T. Daly
Building Commissioner

BY-LAW ENFORCEMENT OFFICER

Dogs Impounded	148
Dogs Loose	280
Dogs Lost	220
Dogs Dead	21
Dogs Barking	25
Dog Bites	36
Dogs Harassing Walkers	17
Dogs Disposed Of	25
Dogs Adopted	9
Police Assit	4
Cats Dead	53
Cats Lost	62
Cats Found	19
Skunks	12
Squirrels	19
Raccoons	22
Possoms	30
Woodchucks	29
Beavers	10
Fox	30
Coyotes	9
Deer	15
Geese	22
Animals to Vet	6
Bats	16
By-law Violation	18

Money turned over to Town Treasurer \$2015.00

My thanks to all Departments and persons for their assistance this past year and to Judi Bassett my Assistant Animal Control Officer.

The rabies epizootic in our area of Massachusetts has dropped off substantially from 382 incidents in 1993 to 22 incidents in 1994. Although the numbers are down, rabies will be with us for some time to come.

The Rabies Clinics this year was our most successful with two hundred and twenty-two dogs and cats being vaccinated. Dog licenses are due January 1st of each year in Massachusetts and anyone with a dog six months old or older should vaccinate for rabies and license these dogs.

With all the new developments, we still have a large number of wild life in our area. Deer, fox and coyote are frequently seen. A black bear and moose were seen in the Groton Road area this year.

Respectfully submitted,

George S. Fletcher
By-Law Enforcement Officer

CEMETERY DEPARTMENT

Preserving the character and the history of the Town's cemeteries while providing a dignified final resting place for Town residents is the goal of the Cemetery Commission and the Superintendent, Paul Baxendale. To this end, this year we have continued repairs to headstones, righting and reseating some, repairing fencing, removing dead trees and overgrowth. The focus of the repairs this year have been in Westlawn, Hillside and Wright Cemeteries. The four cemeteries in Westford are Wright, Westlawn, Hillside, and Fairview comprising nearly fifteen acres. This year we accepted the responsibility of caring for the Pioneer Burial Ground on the corner of Carlisle Road and Old Lowell Road. This year we have had 26 full burials and 9 cremations. These numbers are consistent with the past three years. The Cemetery Department operates under Chapter 114 of the Massachusetts General Laws.

Under the Mandate of Chapter 114 of the Massachusetts State Law the Town of Westford must make provisions for the burial of its residents. In order to stay in compliance with this law, the commissioners have logged many miles walking land in Town to find a suitable site for a new cemetery. We have spoken with other Town committees to see if they could recommend locations for a new cemetery on land currently owned by the Town. We have continued our policy of not allowing pre-need purchases of burial plots in Fairview Cemetery to insure availability of grave sites at the time of someone's death. This policy will help give the Town some time to find a new cemetery, however, we cannot state strongly enough the need to acquire suitable land for a new cemetery.

Respectfully Submitted,
The Cemetery Commissioners

Brian Vaughn
Barbara Greenslade
Karen Ann Campbell

CONSERVATION COMMISSION

The accelerated pace of development begun in 1993 continued into 1994 and the Commission was extremely busy in reviewing new development proposals, while also monitoring construction activities to assure compliance with permitting conditions.

Statistically, the work of the Commission is reflected as follows: 14 Requests for Determination were administered, 65 Public Hearings were held, Over 150 site inspections were conducted, 7 Enforcement Orders were issued, and five fines totaling \$3,850 were imposed on projects for failure to comply with bylaw or permit conditions.

The largest proposal reviewed by the Commission was the controversial "Lakeside Meadows" residential subdivision, for 110 homes to be located on approximately 160 acres located west of Lake Nabnasset. This project dominated the Commission's work, and because of its importance, the Commission's official findings are reprinted as an appendix to this report.

Enforcement activities involved stopping work and issuing fines where work was being conducted in violation of requirements of Orders of Conditions or without the required permit. The most severe violations were first, on Main St. where a small pond, that was an apparent vernal pool, was completely filled and obliterated. In addition to requiring the complete restoration of the Pond, the Commission assessed a \$1,000.00 fine. Second, a failure to follow specified erosion control procedures in the site development phase of a project off Monadnock Drive resulted in severe gully erosion and deposition of sediment in downgrade wetlands. In this instance the Commission assessed \$1,500.00 in fines.

The Commission also had to exercise its enforcement jurisdiction in the case of a violation of a Conservation Restriction on land located off Griffin Road. The developer of an adjacent parcel felled trees and regraded a substantial area in the conservation area, which violated a permanent restriction on such activities. Although The developer admitted to the violation and submitted a restoration plan that was acceptable to the Commission, he failed to complete the restoration by the Fall of 1994 as had been agreed, and the Commission referred the matter to Town Counsel to file suit for enforcement and damages.

In the area of Open Space acquisition, although no land was acquired during the year, the Town won conditional approval for its updated Open Space & Recreation Plan, which is of critical importance in qualifying for land acquisition grants. The Commission must complete the accessibility review component to address future planning to comply with disability access requirements in order to receive full approval and to ultimately receive grant monies. In the course of reviewing the "Lakeside Meadows" subdivision, it became clear to the Commission that this

parcel achieved as high a ranking, in terms of meeting criteria for open space acquisition, as any in the Town, and sent a letter to the Board of Selectmen strongly recommending that the Town pursue acquisition of this land, to protect a wide variety of irreplaceable natural resources.

During the year, Commission staff person William Turner, assisted by a private consultant, also worked toward state approval of a number of proposed Conservation Restrictions that will permanently protect over 100 acres of land.

In response to continued expressions of concern regarding protection of water resources, not only at public hearings on the "Lakeside Meadows" subdivision, but for every major development proposal, the Commission submitted to Town Meeting an amendment to the local non-zoning wetlands bylaw that requires all elements of new septic systems, including the pipe from the house to the septic tank, to be at least one hundred feet from field located wetlands. Town Meeting approved the amendment, and following the Attorney General's approval in August, has been in effect.

The Commission accepted with regret the resignation of member and chairperson Mary Morton. Mary began her work for the Commission as a secretary in the nineteen seventies and joined the Commission as member in 1990. Her service to the Town exemplifies that of dozens of individuals who selflessly give their time to protect and promote the interests of the Town.

The Commission welcomed the appointment of Eric Fahle of Long Sought for Pond Road to fill the vacancy left by Mary Morton's departure.

As always, volunteer and individual efforts are of continuing and growing importance to conservation efforts. Several Commission members have also been serving the Town as members of the Master Plan Update Committee, which met with the commission to review environmental concerns. As the rapid growth of the Town continues and the population near 20,000, the need for continuing and increased attention to protection of the remaining lands and waters of the Town is critical. The Commission would like to take this opportunity to express its deepest appreciation to Town residents and officials for their support in protecting natural resources and preserving open space.

Respectfully submitted,

William W. Beck, Jr., Chairman
Douglas Deschenes, Vice Chairman
Chester Cook
Thomas Paul
Anita Pollak
Paula Fischetti
Eric Fahle

Appendix - Findings of the Westford Conservation Commission regarding the proposed "Lakeside Meadows" subdivision:

In the Notice of Intent the applicant proposes to construct portions of a roadway and drainage control system within 100 feet of wetlands to serve a 110 lot open space residential development subdivision on approximately 153 acres located directly west of Lake Nabnasset and bounded by Groton, Depot and Nutting Roads and has submitted plans and documents as referenced in Condition Number 12. While a very small portion of the site at the north end drains toward Groton Road and Flushing Pond, the great majority of the site drains toward Nabnasset Pond and Shipley Swamp. More than half the site is the location of a former sand and gravel quarry which has been discontinued, and formerly disturbed areas have been revegetated and are being maintained as mowed open meadow. The margins of the site, primarily near the existing roadways, consist of second growth upland forest. Wetland resource areas occur throughout the site, and their boundaries were formally established in a Determination of Applicability issued by the Westford Conservation Commission on May 17, 1993. In addition 3 State Certified Vernal pools are located on or near the project site (CVP 225, CVP 226 and CVP 227). The site abuts 3 "sensitive" receptors, including 1.) the 115 acre Nabnasset Pond (listed as an "apparently enlarged natural great Pond" in the Massachusetts Water Resources Commission "Guide to Public Lakes, Ponds and Reservoirs, dated 1978, revised 1983); heavily used for recreation, including swimming, boating and fishing; 2.) the approximately 25 acre Shipley Swamp owned by the Conservation Commission as a wildlife preserve; and 3. A municipal water supply well located on 17 acres owned by the Westford Water Department off Nutting Road. Therefore, the Commission finds that the proposed work is significant to the following wetlands values protected under the Westford non-zoning wetlands bylaw: public and private water supplies, groundwater protection, erosion and sedimentation control, storm damage protection, water pollution prevention, fisheries, wildlife habitat and recreation.

The Commission opened its public hearing on May 25, 1994 and heard a presentation of the project from project engineer Chris Lorrain of Landtech Consultants, Inc. of No. Chelmsford, MA and Attorney Howard Hall of the firm of Hall, Balas, Finnegan and Alphen of Westford, MA. While portions of the subdivision roadway and drainage system are located within 100 feet of Resource Areas, no work is proposed within any resource area. In consideration of the sensitive receptors abutting the site, the drainage system has been designed with state of the art best management practices including vegetated filter strips and wet retention basins to remove potential contaminants from surface water runoff. The applicant also submitted a hydrogeological study of the site, presented by Jay Billings of Geologic Services Corporation of Hudson, Massachusetts in consideration of concerns regarding potential impacts to groundwater resources and particularly the Town Well on Nutting Road from both surface water runoff, as well as from the

individual septic systems proposed to serve the houses. Site visits by Conservation Commission members indicated the presence of nesting grassland bird species, such as bobolinks and eastern meadowlarks. Reports regarding wildlife habitat were presented by Richard Albano of Sanford Ecological Services for the applicant, and by Bryan Windmiller of Hyla Ecological Services.

Numerous concerns and questions regarding potential impacts were raised from by abutters and other citizens. Concerns were also raised regarding potential woodwaste and other potential refuse dumps on the old sand and gravel quarry site. The project was referred to two consultants, New England Environmental, Inc. of Amherst, MA and Hydroanalysis, Inc. of Acton, MA for review of environmental and engineering concerns. The Commission also consulted with Patricia Huckery of the Massachusetts Natural Heritage and Endangered Species Program, about concerns regarding the vernal pools and with Thomas J. Lamonte of the Massachusetts Department of Environmental Protection Division of Water Supply regarding potential impacts from septic systems.

In response to comments from Patricia Huckery in a letter dated October 26, 1994 the applicant submitted a revised project layout that keeps all work more than 100 feet from the vernal pools.

In the course of the hearings, potential loading of phosphorous to surface water was focussed on as a critical element, and similarly nitrates was focussed on as a critical component in regards to potential impacts to groundwater and the Town Well. In regards to Phosphorous, consultants indicated that any potential increase less than 10% of existing background concentrations in the lake and swamp would not have a significant impact on protected interests. An analysis of the proposed drainage system and best management practices indicates that if properly installed and maintained the drainage system should keep increases in phosphorous concentrations to significantly less than 5%. Consultants also made recommendations to limit lawn sizes to 5,000 square feet per dwelling and to prohibit uses of any fertilizers or pesticides within any Buffer Zone Area. A strict monitoring program of surface water at discharge points was recommended by all consultants. In regards to nitrates, it was determined that the EPA standard for drinking water is no more than 10 mg/l and that the Commonwealth of Massachusetts recommends a planning limit of 5 mg/l. An analysis of the proposed septic systems using the Frimpter model indicated that concentrations of nitrates at the Town well should not increase beyond 5 mg/l, but that tight controls and monitoring were highly recommended given the sensitive nature of the resource and the Commission concurred.

The applicant submitted a preliminary Ch. 21E site assessment, as well as documentation indicating all underground storage tanks had been removed from the site. Although septic system testing indicated the presence of scattered buried woodwaste dumps on the site, none were definitively identified to be within the Buffer Zone, and while anecdotal comment was given that old camp buildings

were demolished and buried on the site, the applicant's representatives stated these materials were properly disposed of and no definitive proof of the existence of the alleged debris burials was received.

The Westford Planning Board voted to approve a Special Permit for the project and to approve the definitive plan at its meeting of December 20, 1994. Both approvals were given with conditions that include stringent requirements regarding use of fertilizers, pesticides and de-icing salts, as well as surface and ground water quality monitoring.

COUNCIL ON AGING

WESTFORD SENIOR CENTER

The Westford Council on Aging fulfilled a long awaited dream in June by relocating our Senior Center from Tadmuck on Boston Road to the former Cameron School at 20 Pleasant Street. An open house was held in the fall with nearly 500 well wishers visiting the handicap accessible facility. Thank you to one and all who helped make this dream a reality. If you have not had the occasion to visit us please drop in. A special thank you for all of the hard work: Building Committee, Mary E. Smith, Chairperson, Richard McNeil and Robert Tierney along with Project Coordinator Thomas Sweeney and Thomas Russell, Clerk of the Works. Thank you to Nate Grachen, Eagle Scout who orchestrated our move.

PURPOSE

The Council on Aging (COA) was established on March 11, 1967, pursuant to Chapter 40 Section 8B of the Massachusetts General Laws to provide services, advocacy and information to improve the quality of life for all Westford residents who are 60 years of age and older. The COA is appointed by the Board of Selectmen.

MISSION

The mission of the Westford COA is to promote the physical, emotional and economic well-being of older adults and to promote their participation in all aspects of community life.

A senior center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence, and encourage their involvement in and with the center and the community.

STAFFING

Presently the COA and the Senior Center have three Town supported employees: a full-time Elder Services Director, a part-time Senior Aide and a part-time custodian. Joanne Sheehan completed her second full year as Elder Services Director. Livia DeMarino has been our outstanding Senior Aide for eleven years. The Senior Center welcomes Gene Salovitch to the staff as part-time custodian and maintenance person.

We regret the passing of Earle Cronan who had completed his second year on the Elder Services staff as a part-time Senior Aide funded by a federal program and administered by Elder Services of the Merrimack Valley. Earle was a tremendous asset to the staff. The passing of one of the Friends original members Charles Duncanson has touched one and all. David Desmond, long time assistant at the Congregate meal site passed away and is missed each day.

Roland Tousignant is at the Senior Center performing duties for the Nutrition Program. This position is funded by an Executive Office of Elders Affairs formula grant.

In October, a Title III Grant administered by Elder Services of Merrimack Valley was awarded which enabled us to retain the funded services of Hazel Evans as our telephone outreach/volunteer coordinator. Hazel previously held this position in 1992 and 1993.

Our Senior Companion Program is federally funded by Community Teamwork, Inc. and provides us with the services of Dorothy Lorentzen, Ellen Damon, Ena Hopkins, Millie DeMattia and Margaret Tebbetts. These ladies bring so much sunshine to so many peoples lives. Senior Companions assist us with visiting and communicating with the homebound elders in Westford. They continue to do a fine job.

Foster Grandparents provides services to special needs children in the Westford Schools at Nabnassett and Robinson. Our Foster Grandparents are Irene Diette, Mary Nugent, Sabina Coleman, Laurette Simard and Irene Szylvian. Nineteen elders donated hours to the Retired Senior Volunteer Program serving the Westford Nursing Home and Rehabilitation Center and the Cameron Senior Center.

Marjorie Hunter an Elder Service Corp worker has joined us from the Executive Office of Elder Affairs to fill the role of volunteer. Marjorie offers telephone coverage at the Senior Center along with completing registrations, compiling statistics and coordinating various activities for 20 hours per week. She is a tremendous asset to our staff.

SHINE certified volunteers Dorothy Hall and COA Director Joanne Sheehan now provide elders with one-on-one counseling specific to Medicare-counseling which may include filing a claim of appeal, providing referral information, identifying additional public benefit programs on the clients behalf and directing clients to appropriate agencies. Dorothy has been an extraordinary volunteer who along with Joanne do the intake applications and reassessments on all Town of Westford fuel applications.

Tax Counseling continues to be provided to the Elders in Westford by volunteer Everett Clement. Everett is available to assist elders during the months of January through April.

The Westford Community Food Pantry which is housed at the Senior Center expanded their services to provide groceries to all Westford residents. This was accomplished through the hard work of volunteers Diane Damato, Sue DeAmicis and Jef Bucknam who have now passed the baton to the new leadership team of JoAnn Simon, Ginny Berkowitz, Jeanne Brush, Jane Doecher and Linda Maguire. A special salute to Eagle Scout Mike Bender for building the new shelving for the pantry and to volunteer painters Truda Wilson, Chuck VanLandeghem, Noel Rainville and Elwin Bagley for the fresh coats

of paint. The Kiwanis along with local businesses and residents have been a tremendous source of support for the Food Pantry. Two grant proposals were approved by Project Bread to continue to meet the food pantries increased demand. Norman St. Onge did the shopping for the food pantry which is much appreciated along with the volunteers who pick up and deliver the donated food. A Project Bread grant has been applied for to service our future needs.

Funding from the Executive Office of Elder Affairs has provided us with a new computer.

The Council on Aging is administering for the Selectmen a Senior Tax Work Program. This enables a limited number of Westford Seniors to give of there special talents a maximum of 100 volunteer hours to the school or Town and in return receive a \$500.00 credit on their tax bill.

A Title III Grant funded by the Executive Office of Elder Affairs has provided us with a funding for Intergenerational programs. A Title III Regional Grant has funded a computer printer.

The Westford Arts Lottery Council funded the entertainment for our annual Gay 90's luncheon and Senior Center Grand Opening. We have secured two more grants from the Arts Council for next year.

OUTREACH

One of the primary functions of the COA is to assist elders with problems, questions and difficult situations. The COA has an Elder Services Director and Senior Aide and volunteers who can provide assistance, information and referral services to elders needing help with social security, insurance, housing, welfare, nutrition, transportation, fuel assistance, etc. Outreach assistance may be obtained by calling or visiting the Senior Center. Home visits may be arranged by appointment.

REFERRAL

The Elder Services Director can assist elders and their families in referring them to services offered through the COA. Such referrals can include:

- * Home Care Services: to assist older adults to remain in their own homes. Eligibility guidelines are based on age, need and financial circumstances. Services include: case management, chores, emergency shelter, homemaker, home health aide, personal care and protective services.
- * Adult Day Care: Includes adult day health and social day care.
- * Alcohol Treatment
- * Alzheimer's Disease
- * Suicide Prevention
- * Nursing Home Placement
- * Hospice Programs
- * Parkinson Support Group
- * Womens Support Group
- * Tax Work Program

NUTRITION

The COA sponsors the following programs:

- * Congregate Meals: congregate meals are available five days a week at the Senior Center in Westford. The cost is \$1.25 per meal, and you must call two days in advance. The number is 692-4480. Jeanne Mungovan is the on-site manager of the Merrimack Valley Nutrition Project.
- * Home-Delivered Meals: this program is federally funded to provide hot meals, five days a week, to homebound elder Westford residents. Cost is \$1.25 per meal; call the Senior Center for more information and referral.
- * Surplus Food: surplus food is a federal program that distributes food to elders and low-income Westford residents. Food is distributed quarterly. American Legion Post #437, #159, and the Cemetery and Highway Departments along with numerous volunteers have been instrumental in transporting this food for us. The Westford Housing Authority assisted us at Tadmuck and Graniteville Housing. The Federal Government has discontinued this program.
- * Food Pantry: no requirements to be met to receive food. The sole purpose is to help any family or single person in need. Food Pantry hours for pick up are 3rd Monday 1 - 3:30, 3rd Wednesday, 8:30 - 11:30 and the 3rd Thursday 8:30 - 11:30. Donations accepted daily.
- * A United Way grant provides an additional bag of groceries to 57 Westford elders once a year.
- * The Veteran's Posts along with the Fire Fighters Association and local businesses host an annual Ham and Bean supper at the Franco American Club for Westford Seniors.
- * Holiday food baskets are provided to eligible Seniors through the generous support of the Knights of Columbus #9275, St. Catherine's, Westford Police Association and many local businesses, residents and youth groups.
- * The Kiwanis hosted a Thanksgiving Dinner for Westford Seniors at the Cameron Senior Center.
- * The Junior Womens League hosted the Holiday Tea and Trim-A-Tree Social.

HEALTH

The following health services are available to Westford elders:

- * Adult Maintenance Clinic: 2nd Tuesday of every month at Roudenbush Community Center.
- * Vial of Life Kits: available from Board of Health or Senior Center.
- * Well Elder Clinic: sponsored by the Lowell Visiting Nurse Association - at the elderly housing and Senior Center on the fourth Wednesday of the month 8 - 10 AM.
- * Flu and Pneumonia Vaccines: available in the Fall.
- * Hearing Tests: available the 2nd Tuesday of every month at Roudenbush.
- * Podiatry Clinic: 1st Wednesday of every other month at the Senior Center, appointments necessary.

- * Medical Equipment: the Senior Center has available for borrow such items as wheelchairs, walkers, commodes, canes, crutches, etc.
- * An Incentive Fund Grant has been applied for to study the need for a Social Day Care Program at the Senior Center.
- * S.H.I.N.E. counseling

SENIOR CENTER ACTIVITIES

The Senior Center offers the following activities:

- * Speakers: guest speakers address topics such as the new health plan, abatements, financial planning, estate planning, fitness, etc.
- * Activities: bridge, bingo, whist, aerobics, movies, billiards and other similar activities on an on-going basis.
- * Arts and Crafts: arts and crafts projects with instruction on going along with knitting and crocheting groups. A quilt committee works on quilts to raffle at Senior Center fund raising events. Rugs have also been hooked to support the Center.
- * Support Groups: the Center offers support groups throughout the year in areas such as Alzheimer's Disease, Parkinsons, depression, living with cancer, etc.
- * Trips: the COA supported twelve trips this year to museums and theaters along with special events, luncheons and parties, and such activities as the Walk for Elders.
- * Drop-In Center: the Center is open Monday through Friday from 8 AM to 4 PM, for people who care to drop in and visit. Two Massachusetts Arts Lottery Grants were approved for enjoyment by the Seniors.
- * Senior Citizen identification cards may be picked up at the Senior Center.
- * Thrift Shop is now open Monday, Wednesday and Friday 10 - 2.

RESPITE CARE

The respite care program provides supervisory care and attention to isolated and/or convalescent elders to allow family a time of relief from daily routine. Call 251-8491 for more information.

LEGAL SERVICES

The COA can refer you for assistance with legal issues such as consumer protection, evictions, food stamps and other similar problems.

TRANSPORTATION

Transportation is available to Westford elders through the Road Runner for shopping, medical appointments, recreation, etc.; availability is limited; call 448-2071 for more information. Added this year is Road Runner service to Emerson Hospital and Nashoba Deaconess Hospital in Ayer. A shopping bus to Purity Supreme, Chelmsford, runs on Friday mornings, from specific sites, courtesy of Purity Supreme. The COA has volunteers through the Westford Newcomers and Friends who can provide rides depending on locations and times with minimum two days notice. The Massachusetts Council on Aging has been contacted for assistance in this area.

NEWSLETTER

The COA publishes a monthly newsletter which is mailed to all Westford Seniors to keep elders up-to-date. The distribution of the newsletter is made possible in part by a grant from the Massachusetts Executive Office of Elder Affairs. Volunteers are always needed to assemble the newsletter.

COMMUNITY ACTION

The COA sponsors several community action programs, including the following:

- * Fuel Assistance: provides subsidies for low-income elders to help pay for fuel costs, complete Federal Fuel Assistance Applications for residents.
- * RSVP: Retire Senior Volunteer Program.
- * Foster Grandparents
- * Senior Aides
- * Respite Care
- * Food Stamp and SSI applications assistance.
- * Food Pantry: provides groceries for residents in need of food.
- * Sun Santa Agency
- * Tax Work Program

ELDERLY HOUSING

Westford has 2 complexes for the housing of the elderly or disabled. Call 692-6011 for more information.

FLETCHER LIBRARY BOOKMOBILE

The Bookmobile makes regular stops at the elderly housing complexes and the nursing home; it also makes home stops by appointment; call 692-5555 for the schedule.

WHIST AT ROUDENBUSH

Roudenbush Community Center offers Whist on Thursday mornings from 9 AM to Noon.

GOLDEN AGE CLUB OF WESTFORD

A social and recreational club for elders that meets the last Monday of every month at the Franco American Club (during rebuilding meetings will be held at the Senior Center). Monique Brule served as the President in 1994.

LONG RANGE PLANS

The COA is completing the rehabilitation of the former Cameron School into a Senior Center. We hope to complete exterior envelope renovations in 1995.

Future plans will see the Council addressing the areas of transportation, social day care and exterior and interior Senior Center enhancements.

THANK YOU

The COA remains dedicated to addressing the needs of the elderly in Westford. In addition to the staff the COA would like to thank the over 120 individuals who volunteered their services to the COA. We would also like to express our thanks publicly to the following Town Departments and Committees along with all Clubs and Organizations for their continued support and cooperation: Assessors, Building, Cemetery, Conservation, Finance, Fire, Health, Highway, Housing, Library, Police, Recycling, Roudenbush, Schools, Selectmen, Town Manager, Town Clerk, Treasurer, Tax Collector, and Water; American Legion Posts #159 and #437, Scouts, Elks, Franco American, Veterans Post #6539, Friends of the Senior Center, Golden Age, Grange, Hidden Valley Home and Garden, Jr. Women's, Kiwanis, Knights of Columbus #9275, Newcomers & Friends, Westford Garden, St. Catherine's, St. Mark's, United Methodist and First Parish Churches; the Honorable Geoff Hall. Thank you to each and every one of you because we could not provide these services without you.

Respectfully Submitted,

Joanne Sheehan, Elder Services Director

The Council on Aging

Helena M. Crocker, Chairperson

Jerry Berkowitz, Vice-Chair.

Richard McNeil, Secretary

Mary E. Smith

Cecilia A. Healy

Noel Rainville

Robert Tierney

WESTFORD FIRE DEPARTMENT CALLS 1994

Ambulance	796
Requests for ALS	221
Assistance	46
Appliance	7
Boiler Problem	6
Bomb Threat	2
Box Alarms:	
Trouble	220
False	142
Tests	369
Brush and Grass	20
Building	9
Burnt Food	9
Car and Truck	25
Checkerboard Tests (Civil Defense)	3
Chimney	9
Complaints	6
Cooking Fires (outside)	35
Downed Wires	10
Dumpsters	1
Electrical Problems	10
False Alarms (Telephone)	16
Fire Drills Recorded	92
Fireworks Display	3
Gas Leaks	4
Haz-Mat Incident	15
Investigation (Smoke)	40
Lightning Strike	6
Machinery	2
Mail Box	1
Non-Permit fires (Illegal)	21
No School Signal	4
Oven	8
Porta-Potty	1
Power Outage	7
Rescue:	
Auto	9
Rubbish	4
Transformer	2
Truck Standby	5
Water Problem	19
Woodstove Problem	3
Agricultural Burning Permits	5
Blasting Permits	39
Blasts Monitored	174
Domestic Burning Permits (Brush Only)	1374
Fire Alarm Inspections:	
26F (Resale/Refinance)	289
26B (New Construction)	199
Oiler Burner Inspections	23
Various Other Permits	277

MUTUAL AID 1994

TO:	Groton	2 (Ambulance) 1 (Fire Company)
	Carlisle	2 (Fire Company)
	Littleton	8 (Ambulance) 3 (Fire Company)
	Lowell	1 (Engine Company)
	Chelmsford	1 (Engine Company) Funeral Coverage)
FROM:	Chelmsford	1 (Engine Company)
	Littleton	5 (Ambulance) (Engine Company)
	Life Flight	1 (Helicopter)
	Red Cross	1 (Disaster Unit)
	Carlisle	1 (Tanker)
	Groton	2 (Ambulance) 1 (2 Engine Company)
	Trinity Ambulance	2 (Ambulance)
	Tyngsboro	1 (Engine Company)

BOARD OF HEALTH ANNUAL REPORT 1994

In 1994, the Title of Sanitarian was changed to Director of Environmental Services and the title of Director of Nursing Services was changed to Director of Health Care Services to more accurately encompass the increasing supervisory responsibilities and scope of these positions. The Director of Environmental Services and the Director of Health Care Services continue close coordination of programs to ensure comprehensive coverage of public health issues working toward promoting a healthier community.

Town fluoridation was implemented in December 1994. The Department of Public Health paid for the installation and 2 years of fluoride compound. This process is the culmination of the Boards efforts which began in 1987. The Westford Water Department served an important part in the installation of equipment.

In May, the Town unanimously voted to support the position of Substance Abuse Prevention Coordinator which had been supported solely by W.A.S.A. and state grants for the past three years.

Following the Town Election in 1994, the Westford Board of Health voted to organize as follows:

Chairman	-	Louis E. Ashley
Vice Chairman	-	Edward McCusker
Secretary	-	Patricia M. Newell
Members	-	Joseph A. Guthrie
		Anthony Gemmellaro

The Board of Health is supported by the following positions:

Director of Environmental Services
Director of Health Care Services
Office Manager/Coordinator

The Board of Health is also supported by the following part time positions:

Assistant Sanitarian
Substance Abuse Prevention Coordinator
Tobacco Health Educators (2)
Dental Hygienist
Animal Inspector
Small Animal Inspector
Stable Inspector

Director of Environmental Services Report

Once again this year, residential development is in an accelerated mode. The Building Department records show that in calendar year 1994 there were 170 new housing starts. It is projected that the calendar year 1995 will see an increase in new housing starts over those in 1994.

The food service inspection program continues to be a success. A great deal of improvement has been noted, as we strive to have the most healthy and sanitary food service environments in the state. In June we held a food Service Seminar hosted by our Inspector Pamela Ross-Kung, the attendance and presentation was excellent.

In response to the changes proposed in the new Title V to take affect March 31, 1995 the Director of Environmental Services, Assistant Sanitarian and Board members have been attending meetings, seminars, etc. being held.

Some of the larger subdivisions which have kept us extremely busy this year are: Frances Hill Estates; Benchmark Estates; Ivy Hills; Tenney Hills; Villages At Westford; Hitchin' Post - Vose Road; Lakeside Meadows and the Drew Parcel. These are just a few of the many new houses on planned subdivisions that have been constructed or planned in 1994. We look ahead to other subdivisions which are expected to begin in the Spring. It should be noted that all houses require on-site sewage disposal and therefore it is important that we continue to look closely at all systems, as this activity relates directly to a major mission of the Board of Health which is the protection and preservation of all our water resources.

Director of Health Care Services Report

In 1994, the Board focused on enforcing our tobacco regulations. Cigarette smoking causes the most preventable diseases leading to death in the nation today and is a serious public health issue.

In August the Director of Health Care Services submitted a tobacco grant proposal to the Department of Public Health. Westford was awarded \$65,000 to continue our anti-smoking programs. Tobacco Control Coordinator, Carol McCall resigned in December and a new Educator, Mary Garlo was hired. Mark Boldt continues to advance our programs in both Westford and Chelmsford.

Statistics show that ninety percent of smokers start smoking before age nineteen. Recent studies reveal that if a person does not start smoking by age 21, the chances are that the person will never become a smoker. Considering these two revelations the Tobacco Control Program coordinated many activities with the schools to inform the youth of our community about the dangers of smoking and the effects of second hand tobacco smoke.

To include our local restaurateurs and merchants in our anti-smoking campaign, we provided a food services seminar focusing in part on the dangers of environmental tobacco smoke to customers and staff. Sixty three of our local business people attended.

Our Tobacco Control Program produced a Smoke Free Dining Guide that identifies restaurants which have become smoke free. These restaurants have chosen to surpass our current regulations that requires 75% to 25%, non-smoking to smoking dining area. We have helped over 40 businesses to develop policies to assure smoke free environments for employees and visitors.

In cooperation with RCC, Recreation Dept., Fire and Police Department, Library, ACS, ALA and most Westford businesses, the Tobacco Program organized a "Smoke Free Day", held in October. Throughout the day, over 1,500 persons attended and participated in raffles and family activities during which informational packets on tobacco and E.T.S. were distributed. This event demonstrated community wide pro-active support of a public health program.

The Board of Health continues to offer the following core services: low cost mammograms, cholesterol and lead screenings. By appointment we provide blood pressure clinics, well child services, home visits, immunizations, flu shots and tuberculosis testing. We follow-up on all cases of communicable disease.

Town employees receive newsletters and numerous health services. We continue to emphasize primary and preventative care as the most effective means of reducing illness in our community.

The Board of Health in cooperation with the R.C.C. and Senior Center, arranged a variety of health information programs which addressed the following topics:

- Pediatric Health Issues
- Nicotine Patches
- Smoking Cessation Classes
- Skin Cancer
- Arthritis
- Self Defense Seminar
- Cancer Support Roundtable
- Hypertension

In 1994 the annual Westford/Chelmsford Health Fair was held in Chelmsford. Approximately 225 persons attended to take advantage of over fifteen free screenings. A mini health fair was also scheduled for town employees. One hundred and twenty employees attended.

The Director of Health Care Services serves as a member of the School Health Task Committee and assists with the Westford School Department by offering the following health services:

- Breast and Testicular Self Exam Program for all senior students.
- 1st grade American Cancer Society and American Medical Association Anti-Smoking Program
- Life After Westford Academy Program instructing seniors in topics including AIDS/HIV/Sexually Transmitted Diseases, Date Rape and Drugs and Alcohol.
- Immunization Clinics

An excellent dental program continues to be administered through the Board of Health. Students in grades 2, 4 and 6 were offered cleanings, screenings and fluoride treatments. A referral system is in place for those in need of dental services.

Barbara Estabrook, our Substance Abuse Prevention Coordinator addressed substance abuse topics through a bi-monthly newspaper column and three prevention newsletters.

In addition Barbara assisted with writing the D.A.R.E. Grant, and obtained and administered a High Risk Youth Mini-Grant from the Governor's Alliance Against Drugs. This funding enabled us to continue and expand educational and support activities at Blanchard for children whose families suffer alcohol or drug problems.

Barbara designed and distributed a survey to assess drug use, attitudes and related behavior among middle school and high school students. She analyzed and interpreted those results through public meetings and the media. These results create a baseline which can be compared to future statistics.

Board of Health Income 1994

SEPTIC PERMITS	\$14,430
INSTALLERS LICENSE	2,900
HAULERS LICENSE	450
LOT TESTING	44,450
FOOD PERMITS	7,300
PUMP AND WELL PERMITS	3,764
PUMP AND WELL INSTALLERS LICENSE	70
BEACH/POOL PERMITS	600
FROZEN DESSERT	10
STABLING/PIGGERY PERMITS	85
CAMPING/HOTEL/MOTEL	200
CHOLESTEROL	126
IMMUNIZATIONS	150
LEAD	264
DENTAL	590
TANNING PERMITS	100
TOBACCO SALE PERMITS	1,600
 TOTAL	 \$77,089

Clinics and Communicable Diseases

Well Child Clinic	22	Salmonella	10
Flu/Pneumonia Clinic	1,365	Giardia	3
Tuberculosis Testing	40	Hep B	4
Immunization (Polio, MMR, HIB DPT, Td, Hep B, Rabies)	149	Chicken Pox	131
Hypertension Screenings	965	Campylobacter	4
Home Visits	57	Lyme	4
Lead Screening	48	Pertussis	2
Cholesterol Screening	58	E. Coli	1
Mammogram Screenings	43		

School Dental Program

Participation - 124 Students

Grade 2, 93% Referred - Grade 4, 76% Referred - Grade 6, 87% Referr

As we approach the challenges of 1995, the Westford Board of Health will continue to promote quality public health programs designed to improve, insure the quality of life in Westford. We wish to express our sincere appreciation to the many individuals, town departments, R.C.C., Council Aging, dentists, physicians, service organizations and local businesses volunteer time and expertise and financial support to assist us.

Respectfully submitted,

Louis E. Ashley	Kevin R. Johnston, R.S.	Sandy Collins, R.N., BSN
Chairman	Dir. of Environmental Svcs.	Dir. of Health Care Svcs.

HIGHWAY DEPARTMENT

I am pleased to submit the annual report of the Highway Department.

The following work was done by the Highway Department January 27, 1994 through January 30, 1995.

TOWN ROADS

In 1994 5,730.30 tons of Bituminous concrete and 2,273 of gravel was used for repair and maintenance of Town Roads.

ROADS RESURFACED

The following streets were resurfaced with Bituminous Concrete or treated stone and asphalt.

Chip Seal Treated Stone

Sq. Yds.

Old Beaver Brook	1,120
Snow Drive	5,058
Griffin Rd.	6,045
Robert Rd.	2,600
Jefferson Rd.	4,248
St. Mary's Rd.	6,300
Pine Hill Rd.	1,493
Sherwood Dr.	6,930
Stratton Hill Rd.	6,900
Blue Ridge Rd.	4,500
Drawbridge Rd.	5,460
Crown Rd.	7,656
Patriot Lane	5,953
Nutting Rd.	10,266
Connell Rd.	1,050
Fisher Way	3,375
Chamberlain Rd.	4,965

Bituminous Concrete

Sq. Yds.

Tyngsboro Rd.	25,680
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DRAINAGE TOWN ROADS

North Hill Road
Old Lowell Road
New Nab School
Boston Road
Lowell Road
Hartford Road
Forrest Road
Millstone Hill Road
Cummings Road

Replaced culvert drain line
Installed 2 leach systems
Drainage System
Drainage 2 basins
Drainage
Drainage 2 basins
2 drainage systems
Replaced culvert
Drainage system

BETTERMENTS

Forrest Road construction to upgrade the roadway from dirt to pavement, was started in the fall of '94. 610 lin feet of drainage with 6 storm drain structures were installed. The roadway was graded and 635 tons of bituminous concrete were used for the binder course of pavement. The finish layer of pavement will be installed in the spring of '95.

SNOW AND ICE REMOVAL

In the snow and ice control program 9,290 tons of sand and 2528 tons of salt were used on Town roads in the interest of public safety, and in an effort to maintain free flowing traffic.

Following are the times the Highway Department was called out to treat or plow the Town roads:

Jan. 28, 1994	Lt. Snow	Salt/Sand
Feb. 3, 1994	Lt. Snow 1"	Salt/Sand
Feb. 8, 1994	Snow 6"	Salt/Sand/Plow
Feb. 10, 1994	Snow 6"	Salt/Sand/Plow
Feb. 11, 1994	Snow 7"	Salt/Sand/Plow
Feb. 13, 1994	Freezing Rain	Sand
Feb. 23, 1994	Lt. Snow 4"	Salt/Sand/Plow
Feb. 24, 1994	Clean up	Plow/Sand
Feb. 26, 1994	Lt. Snow 3"	Salt/Sand/Plow
Mar. 3, 1994	Snow 10"	Salt/Sand/Plow
Mar. 4, 1994	Additional 2"	Plow/Sand
Mar. 9, 1994	Snow to Rain	Sand
Mar. 16, 1994	Snow 6"	Salt/Sand/Plow
Nov. 28, 1994	Snow 2-3"	Salt/Sand/Plow
Dec. 7, 1994	Rain Sleet	Sand
Jan. 1, 1995	Slippery	Sand
Jan. 2, 1995	Snow & Ice	Sand
Jan. 12, 1995	Snow 2-3"	Salt/Sand/Plow
Jan. 13, 1995	Slippery	Sand

Regular maintenance and repair of Town Roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roads, repair of guard rails, patching and sweeping of roads and municipal parking lots. The Highway Department also grades all Town gravel roads, installs berm and curbing cuts and clears trees from roadways during and after storms.

PARK DEPARTMENT

This year the Whitney Playground, Town Commons, Monuments, Library, Graniteville, Forge Village, Nabnasset and Parkerville ball parks were limed and fertilized. All shrubbery was trimmed and the grass cut and raked. Leaves were picked up around the common and parks this fall.

For Memorial Day, geraniums were placed on the Town Commons and on the Monuments.

Sand was hauled into Edwards Beach and Forge Village Beach.

I wish to express my sincere thanks to the Board of Selectmen for their full cooperation and to all members of the Highway Department, who have been most cooperative. In addition, my thanks to the members of the Police Department.

Richard J. Barrett, Jr.
Superintendent of Streets

HISTORICAL COMMISSION

The Westford Historical Commission meets the third Wednesday of each month at 9:00 AM in the Museum Cottage. Focus of the meetings this past year has remained on the research and the development of paper work leading to the identification and State/Federal acceptance of historic districts in Westford. Working jointly with the Long Range Master Plan Committee, specific sites and buildings have been listed for consideration in the Commission study.

Early in the year a state matching grant was sought, unsuccessfully, to underwrite the cost of retaining a professional consultant. Public subscription has raised about \$2,500 to date. Sanford Johnson, who holds a graduate degree in Historic Preservation Planning, was retained. He has researched old Westford maps at the State Library and now has completed about thirty building forms. Ultimately there will be four folders of twenty-five forms each.

The Commission's main focus has been on the Westford Common. In hand are several black and white pictures of the Common and buildings surrounding it. Historical preservation of the Common has been a major concern. Towards this goal the Commission has sought opinions of Town Officials, Fire Fighters, the Police and Highway Departments as well as the abutters on placing wires which surround the Common underground, narrowing Lincoln Street to one lane and creating parking on the side opposite the Common, and holding any further planting of trees on the Common. Responses to these proposals have been generally supportive, with caution concerning the expense of placing all wires underground.

Consistent with protection of the historical appearance of the Common has been concern for the possible demolition of Parish Hall; and any addition to the First Parish Church which might clash with buildings surrounding the Common and insensitivity to a landmark building. The concern of the Commission has been made to the Prudential Committee of the First Parish Church.

Other areas of study have included replacement of the Museum portico using columns as historically correct as money allows, and the proposed developments off Boston Road.

The Commission is anxious to acquaint residents and others with the history of Westford and to generate interest in the preservation of historical Westford wherever reasonable.

Robert Jefferies, Chairman
Alex Belida
Sally Benedict
Roland Pendlebury
Bernice Picking
Bette Hook
Jane Hinckley

WESTFORD HOUSING AUTHORITY

The Westford Housing Authority (established in 1971) is the local body responsible for the expenditure of State and Federal Housing Grants. We currently own and manage 48 units of elderly housing at 65 Tadmuck road, 25 units of elderly at 7 Cross and 7 Church Streets (Sargent School), and 6 units of low income rental family housing, also located in Graniteville. Our housing programs are subsidized by the Commonwealth, requiring no monetary contribution from the Town.

The Board of Commissioners of the Housing Authority is made up of four commissioners who are elected by the Town and one who is appointed by the Governor. Length of term is five years. At the end of 1994, the position of Governor's Appointee remained vacant. Although the name of a qualified individual was submitted to the Governor's office in September of 1993, the Governor has yet to make this appointment. No explanation has been offered for the delay. Consequently, the Housing Authority has had to operate one member short for the past 13 months.

At the annual restructuring meeting of the Housing Authority Board of Commissioners held in June, 1994, members were elected to the following positions:

Carol Engel, Chairperson
Phyllis Koulouras, Vice Chairperson
Robert J. Ferreira, Treasurer
David R. Cote, Asst. Treasurer

At the May, 1994, Town Meeting, voters made the decision to purchase the former Farmer gravel pit and allocate portions of the land to various Town departments. The Housing Authority was given eight acres at the Groton Road entrance to the site. Our ultimate goal is to build affordable rental housing for low income families on this parcel. The remainder of the year was spent trying to identify a source of funding, either State or Federal that would enable us to achieve our goal.

In the Fall of 1994, the Department of Mental Health asked the Housing Authority to consider a joint venture that would provide affordable rental housing for local residents with mental health problems. While this program offers clients a sheltered/supervised living arrangement, it also fosters responsible and independent behavior. The Housing Authority will decide whether to proceed with this project in early 1995.

Several modernization projects were addressed during 1994:

1. An engineer was hired and plans were drawn up to address the ailing septic system at 65 Tadmuck Road. The project has encountered several delays but actual construction work will be completed in early 1995.

2. The State supplied the Housing Authority with \$4,500 to correct problems with the heating system at the Sargent School Elderly Housing.
3. Roof trim was replaced and repainted on seven buildings at Tadmuck Road. This work will help to maintain the integrity of these roofs until funding can be secured to replace them.
4. The State also provided funds to housing authorities across the Commonwealth to purchase updated computer equipment. In addition to more efficient office management, this acquisition will allow housing authorities and the Executive Office of Communities and Development to communicate electronically in an effective and professional manner.
5. A request for funds to replace refrigerators, plumbing and drive/walkways at our twenty-one year old Tadmuck Road facility was denied by the State. It is hoped that the Legislature will pass another modernization bond bill in 1995 to provide housing authorities with the funds needed to maintain their housing developments.

In April of 1994, the Housing Authority underwent a financial audit from the State Auditor's Office. The final report indicated that this Housing Authority is in complete compliance with all rules and regulations regarding the operation of state funded housing authorities.

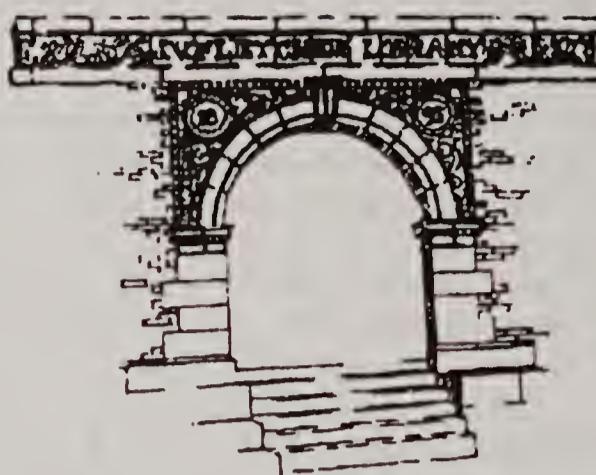
By the end of 1994, twelve elderly and one family unit had been vacated renovated and re-rented. The waiting list at the end of the year was as follows:

Elderly/Handicapped:	10 Westford Residents
	19 Out of Town
Family:	10 Westford Residents
	23 Out of Town

As we do every year, the Board and Staff of the Housing Authority wish to acknowledge and thank the many individuals, Veterans' groups and service organizations of Westford who have given so much of their time and resources to make the lives of our residents that much more enjoyable. We would like to express a special thank you to the individuals and organizations who have donated American flags to fly over our housing complexes.

Respectfully Submitted:

Westford Housing Authority
Carol Engel, Chairperson
Phyllis Koulouras, Vice Chairperson
Robert Ferreira, Treasurer
David R. Cote, Asst. Treasurer
Christine G. Pude, Secretary and Executive Director



1994 ANNUAL REPORT

J. V. Fletcher Library

50 Main St.

Westford, MA 01886

The J. V. Fletcher Library "Boldly Goes..." in 1994!

Reaching for the stars and introducing new technologies, the J. V. Fletcher Library in 1994 heralded a year of new frontiers and warp speed usage.

By the conclusion of the FY94 fiscal year, the Westford library had moved from the sixth-highest circulating library in the automated Merrimack Valley Library Consortium, to the library with fourth-highest circulation (219,429). Westford usage ranks only behind Andover, Chelmsford and Haverhill — and outperforms network members such as Billerica, Burlington, Lawrence, Lowell, Methuen and Wilmington — all communities with higher populations. Library staff answered almost 42,000 Reference questions and handled over 5,000 inter-library loan requests — a direct reflection of

the new capabilities of internetwork communication and the Internet.

With over 154,000 visits from Westford patrons annually, youngsters and young adults continued to be a major clientele, culminating in a record-breaking Summer Reading Program.

"STARFLEET ACADEMY'S TICKET TO READ"

From June through August, young Westford "Cosmotots," "Astronuts" and "Space Cadets" BOLDLY READ WHERE NO-ONE HAS READ BEFORE! Exceeding warp speed with a number of exciting sci-hi programs, from the Museum of Science's inflatable planetarium in May to the Poobley Greegy Puppets' treatment of the Wright Brothers' experiment, this futuristic reading program drew over 1350 registered participants (more than one-half male) and, for the first time attracted over 260 Young Adult registrants. A thank you the size of the Big Bang is due the cadre of 17 Young Adult volunteers — the mainstay of the "Stories on the Sand" beach storytimes, and the



Home Schoolers Group which so gallantly offered weekly Science Experiments. Supported by the Westford School and Public Library Collaborative, and funded by the Friends of the J. V. Fletcher Library, Inc., this program of cosmic proportions utilized materials and themes provided by Massachusetts Regional Library Systems.

VIRTUAL REALITY AND THE HOLO-DECK

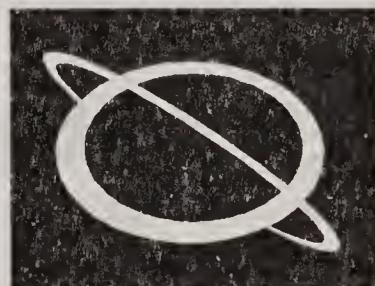
The Fletcher Library provided more than recreational reading and reference answers, hosting a full year of programs, performances and offerings supported by the Friends of the J. V. Fletcher Library, Inc. From January's "Music, Movement, and Mayhem" for pre-schoolers to the March Madness of "Going Nuts for the Library" (with Mr. Peanut, a.k.a. Head of Youth



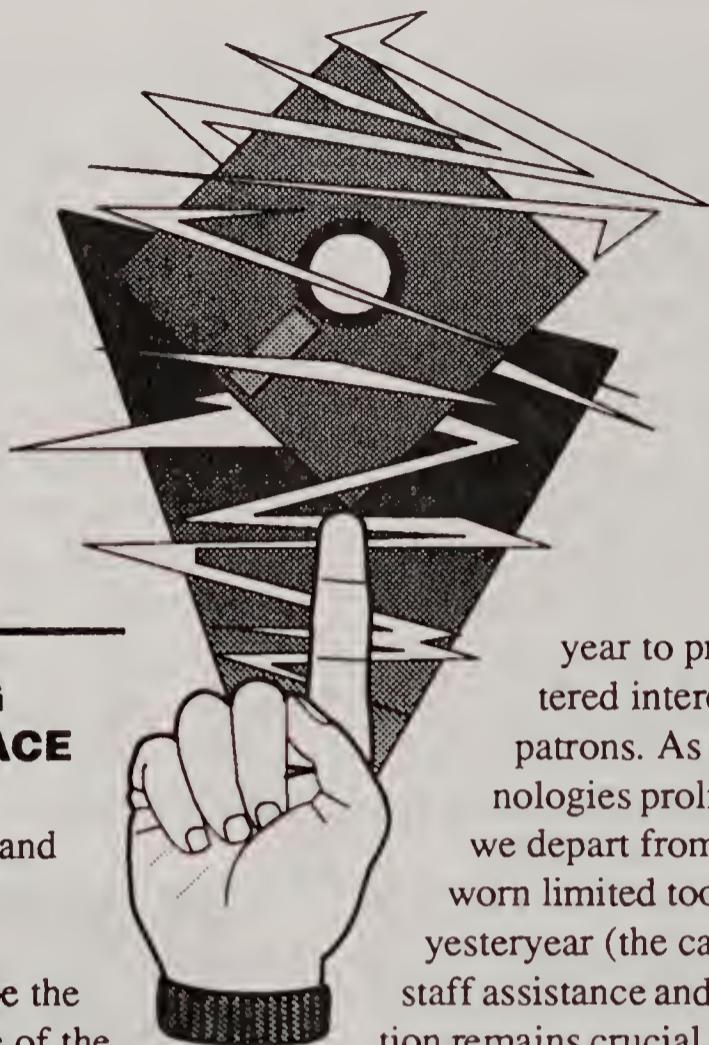
Services Heidi Zeibig), the offerings of the year spanned cultures, ages, genders and issues. Women's History Month (March 1994) was celebrated with an "American Girls" Colonial Tea Party, bringing together young Felicity Merrimam enthusiasts and the American Dolls so unique in reviving interest in episodes of American History. The doilies, tea cozies and posies were offset by a L.S.C.A. Title I grant administered by the Commonwealth of Massachusetts Board of Library Commissioners entitled "SUM: Serving the Underserved Male." A concerted effort was made via development of the Audiobook Collection (for commuters), the financial and business resource collection, and the Young Adult Male collection to encourage more usage. This \$5,000.00 grant, monitored by Asst. Director Linda Schreiber, has prompted the commitment of the Friends Board to continue supporting the ever-popular audiobook selection through an annual donation.

America's diversity of cultures was celebrated throughout the year, with the advent in January of Chinese New Year (the Year of the Dog), the celebration of African Folktales in February, Earth Week in April and a Mexican "Cinco de Mayo" theme and celebration in May. Space Pirates were not in evidence, but Captain Scurvy did delight young audiences in his special Halloween presentation! A group of dedicated Dads provided monthly evening

Fathertimes throughout the year — delighting youngsters and offering an opportunity for fathers to spend quality storytimes with offspring. The Gerwick Puppets presented Midwinter Magic for the Winter's Solstice, and in a last gasp before the shut-out of the All-American sport baseball, the Fletcher Library joined with other public libraries across the state, and the Massachusetts Library Association in celebrating LIBRARY DAY AT FENWAY PARK.



The celebration of cultural diversity extended to "strange new worlds" as an affable collection of Town Officials and locals collaborated on the Young Adult Star Trek Mystery in August. A "whodunit" on board the Starship Enterprise, this evening of "Mystery and Mocktails" was based upon well-known celestial celebrities but was a "virtual" celebration of the efforts of the 261 Young Adult "Space Cadets" who participated in the Summer Reading Program. A thank you of galactic proportions goes out to the stellar cast of local dignitaries and volunteers who beamed themselves into the spirit of this "Federation" Celebration, which was such a star-studded success!



ENTERING CYBERSPACE

Exploring and providing new technologies continued to be the charted course of the Information Services and Automation Department Heads, T. G. Brennan and Darrell Eifert. Information on CD and across the Internet is now a reality, with the library subscribing to almost a dozen sources on CD ROM, as well as almost 400 periodicals and papers. The John Wagner Computer Room continues to be reserved over 100 hours per month and now boasts three computers for use. The newest is an IBM compatible 486 featuring a full-color screen, mouse-driven graphic user interface, and a high-resolution laser printer. A Friends-supported investment in new technology, over a dozen software options are available to patrons. The Information Services Department as well provided Technology Orientation and Tours throughout the service

year to pre-registered interested patrons. As new technologies proliferate and we depart from the well-worn limited tools of yesteryear (the card catalog), staff assistance and intervention remains crucial in introducing new formats, technologies and alternatives to the public.

In a collaborative effort to provide technology for the vision-challenged, the Westford

Lions Club, in an effort coordinated by Mr. Charles Small, and the Friends of the J. V. Fletcher Library cooperated to provide video magnification to users with a fund drive to purchase an Optelec magnifier from our local company. With a magnification power of 60X, this machine promises to provide reading and viewing ability to users of all ages.

CREW MANIFEST

1994 brought a year of both celebration and separation, as the Library staff commemorated collective years of service, but also saw more than one staff member relocate to the Midwest ("going west" as exhorted by Soule and Horace Greeley). Five Year anniversaries were celebrated by: Pat Matheson, Harry Proctor, Claire Thompson, and

ON THE BRIDGE



As staff continued to collaborate with the Public School Media Specialists, and continued to serve on automated network committees involved with Collection Development, Inter-Library Loan, Personnel, Training and Technical Services, Director Ellen Rainville completed her first year as President of the Massachusetts Library Association. With the culmination of 1994, public libraries across the state could point to \$1 million for the Massachusetts Library Information Network, \$45 million re-authorized for public library construction and renovation, and a legislative sponsor for the Strategic Plan for the Future of Library Services in the Commonwealth. As public libraries continue to augment their service abilities through resource sharing and continue to maximize resources through networks, the future millennium can offer only bold new opportunities for information services, the profession, and its patrons.

Leidi Zeibig; Ten Years of service was celebrated by Susan Lowarth (now in Kansas) and Mary Lacey; Annette Ekstrand celebrated her Twentieth Year Anniversary, and Jacqueline DeSelle was feted as she celebrated her Twenty Five Year milestone.

Staff also said good-bye to Mary Bowser, who relocated to Indiana and is volunteering in a library there, after giving nine years of service to J. V. Fletcher. And December saw the resignation of Meriam Snoonian, also a nine-year veteran whose loss will be felt. Welcomed into the staff and the community's service are Connie Mead, Lauren Evans, Donna Page and Janet Gagnon, who contribute to the library's quality of staff and service.

Volunteers Gertrude Houghton, Dee Robinson and Dave Donovan received special recognition for volunteering over 50 hours of service throughout the year in a Recognition Party that expressed the department's thanks to its 25 volunteers. And here, the Library staff and administration extend warm condolences and a special testimony to the courage, commitment and integrity of Dave Donovan, who died on June 18, 1994, and who was so critical in providing months of dedicated service to the library's Computer Orientation program.

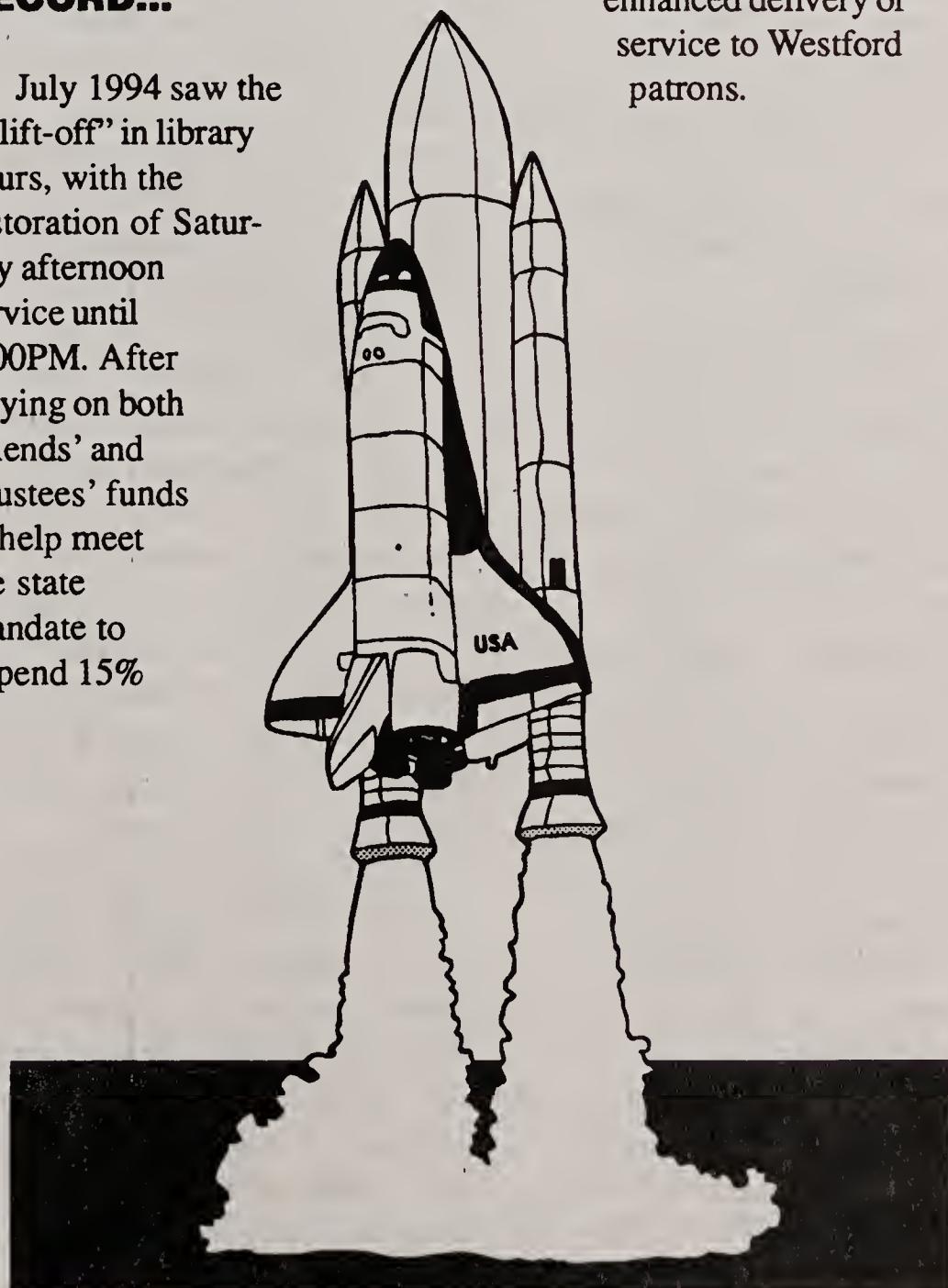
Committed to supporting pre-professionals in their graduate studies and internships, the library benefited from the expertise of India Nolen, graduate

student at the Simmons College Graduate School of Library and Information Science. Staff participated in workshops and seminars on Creativity, the Internet, Conflict Resolution, Teamwork and Customer Service. Trustees continued to award scholarship assistance from the Ellen Downey Rainville Continuing Education Fund, granting awards to Ms. Suzette Jefferson and Ms. Virginia Moore.

THE SERVICE RECORD...

July 1994 saw the a "lift-off" in library hours, with the restoration of Saturday afternoon service until 5:00PM. After relying on both Friends' and Trustees' funds to help meet the state mandate to expend 15%

of the total library budget on books and materials, FY95 saw the restoration of town appropriated funds for this purpose. 1994 saw considerable commitment to capital improvements in the rear drainage system, the 1969 addition roof, and Town Meeting votes to expand the library parking lot, replace unsafe carpet, and repour the rear entry cement. These capital improvements, highlighted in the Trustees' Goals and Objectives of the Library Development Plan approved in 1993, represent the first of many realized goals in the enhanced delivery of service to Westford patrons.



Trustees Report

We entered 1994 well focused to continue our efforts to restore services cut back due to budgetary constraints. We were able to extend Saturday hours to 5:00 PM and spent 15% of the library budget on books and other printed materials as required by the state. We received \$140,000.00 from the Public Library Construction Act and \$5,000.00 under L.S.C.A. Title 1 Special Project Collection Development Grant "SUM: Serving the Underserved Male". This money was used to create new collection AudioBooks, purchase new Young Adult collections and focus on financial and business sources for the Westford Business community.

The growing population of Westford continues to stretch the resources of the J. V. Fletcher Library. Increased demand in 1994 was seen in every service area of the library. Meeting rooms are in constant use, circulation has increased and the parking lot is always full. As in other years, service to children is increasing faster than the resources available. We are still operating without the Assistant Librarian in the children's section. The greatest increase, however, was in the area of Inter Library Loans.

Growth seems to be the biggest challenge faced by the Library. With limited growth in revenue (2% for FY 96), the staff is being asked to do more and

more in the same amount of time. Everyone that we talk to is asking to open the Library on Sundays which will require additional staff and money. In the not-too-distant future, Westford's population will reach 25,000 (currently about 19,000) and the Library will have to be open for 63 hours per week to retain state certification and to meet community needs.

The Town Meeting approved monies for increasing parking stalls in 1994 and we hope to have this project completed in 1995. The Library building, as many other town buildings, requires continued maintenance and repairs. We are part of a town-wide plan for maintaining and restoring town buildings.

Library staff, in 1994, was asked to do much more. They covered for long illnesses, staff turnover, and increased demand by patrons. The Board of Trustees think that Westford is very lucky to have such a dedicated staff. The Trustees, on behalf of all the residents of Westford, extend their appreciation to Ellen Rainville and her staff for their dedication and hard work.

The Board of Trustees thank the Friends of J.V. Fletcher Library for their continued support. Their generous support, among other things, funded the museum passes, summer reading program, holiday programs, popular video and rental books, equipment and furnishings, computer room, and public relations efforts.

We were also blessed with many volunteers in 1994. We extend our gratitude to all of them. Special thanks go to Gertrude Houghton, Dee Robinson, and Dave Donovan who gave over 150 hours of service. We also send our most sincere thanks to India Nolen for conducting a semester-long study of the Children's Department.

The Board would also like to thank former Trustee Chair Sandra Kelly for her dedicated hard work; Sandy did not seek reelection to the Board after accepting a position as Media Specialist in the School Department. The Board also extends thanks and best wishes to Dr. Richard Bennett, who resigned his position on the Board and relocated to Michigan and a new job opportunity.

Our goal for restoring services continues into 1995. We are hoping to hire an Assistant for the Children's Department. In order to deal with growing demand on our services, we are budgeting for increased hours for inter-library loan service and, with the support of Westford residents, to be open on Sundays.

Mohammed A. Malik,

Chairman

Doris Hathaway

William Melchin

Tara Rogers

Charles O. Swanson

Ann Thiel

V. Fletcher Library Operating Account Expenditures, FY94

Quarterly Report -- Date: 7/25/94

Operating Expenses Account: 6100.40

NO.	ITEM	ALLOCATED	EXPENDED	BALANCE
		THROUGH	TO DATE	
		6/31/94		
52155	Books, Main Library*	\$22,700.00	\$22,522.29	\$177.71
52156	Books, Children*	\$16,350.00	\$17,909.18	(\$1,559.18)
52157	Standing Reference*	\$19,750.00	\$17,289.62	\$2,460.38
52009	Subscriptions*	\$6,895.00	\$7,060.32	(\$165.32)
52176	Publications*	\$290.00	\$267.45	\$22.55
52153	Audio-Visual*	\$7,613.00	\$7,704.07	(\$91.07)
52026	Binding	\$90.00	\$190.00	(\$100.00)
52151	Bonds	\$424.00	\$404.00	\$20.00
52030	Equipment	\$550.00	\$369.00	\$181.00
52082	Gasoline/Diesel	\$500.00	\$371.24	\$128.76
52054	Bookmobile (Repair)	\$650.00	\$952.34	(\$302.34)
52011	Special Printing	\$1,800.00	\$2,052.63	(\$252.63)
52006	Instate Mileage	\$410.00	\$838.23	(\$428.23)
52069	Postage Meter Rental	\$255.00	\$255.00	\$0.00
52019	Postage	\$2,920.00	\$2,825.00	\$95.00
52031	Sundries	\$4,470.00	\$3,915.83	\$554.17
52016	Office Supplies	\$3,000.00	\$2,519.21	\$480.79
52047	Equipment Maintenance	\$1,575.00	\$3,242.91	(\$1,667.91)
52066	Cleaning Supplies	\$4,600.00	\$4,364.56	\$235.44
52065	Equipment Maint. Agreement	\$1,237.00	\$493.31	\$743.69
52062	Electricity	\$23,994.00	\$22,945.93	\$1,048.07
52063	Fuel Oil	\$13,873.00	\$17,941.10	(\$4,068.10)
52064	Water	\$615.00	\$379.75	\$235.25
52032	Telephone	\$1,218.00	\$923.25	\$294.75
52150	Telecommunications	\$313.00	\$346.02	(\$33.02)
52149	MVLC Maintenance	\$22,608.00	\$20,598.00	\$2,010.00
51700	Uniform Allowance	\$510.00	\$480.00	\$30.00
52158	Elevator Maintenance	\$2,075.00	\$1,919.54	\$155.46
52145	HVAC Maintenance	\$1,500.00	\$890.66	\$609.34
52144	Septic/Sewer Maintenance	\$400.00	\$637.50	(\$237.50)
52152	Fire Prevention	\$800.00	\$1,397.20	(\$597.20)
	TOTAL	\$163,985.00	\$164,005.14	(\$20.14)
	DEPOSITS	\$25.85		
	ADJUSTED TOTAL	\$164,010.85		
	TOTAL UNEXPENDED	\$5.71		
	*Must = 15% of total Library Budget			

Salary Expenses Account FY94: 6100

NO.	ITEM	ALLOCATED	EXPENDED	BALANCE
6100.13	Director	\$45,600.00	\$45,600.00	\$0.00
6100.14	Asst. Director	\$32,918.00	\$32,918.00	\$0.00
6100.27	Sr. Lib.	\$113,842.00	\$113,076.68	\$765.32
6100.28	Lib. Assts.	\$163,388.00	\$162,422.17	\$965.83
6100.15	Clerical	\$16,819.00	\$16,555.19	\$263.81
6100.16	Custodial	\$23,240.00	\$22,967.41	\$272.59
6100.38	Lib. Pages	\$7,583.00	\$6,929.64	\$653.36
	TOTAL	\$403,390.00	\$400,469.09	\$2,920.91

LIBRARY BOARD OF TRUSTEES TRUST FUND EXPENDITURES

FUND	EXPENDITURES
Library Trustee Fund #672: No. 1720	\$2,656.38
All Purpose Expenditures	
All Purpose Trust Fund #673: No. 1721	\$998.10
Programs / Reading Program	
Book Fund #674: No. 1722	\$4,706.09
Book / Print Expenditures	
Lecture Trust Fund #675: No. 1723	\$550.00
Lectures / Programs	
J. V. Fletcher Library Trust Acct. #676: No. 1724	\$15,630.71
Trustee Expenditures on Building, Equipment	
E. D. Rainville Continuing Education Fund #677	\$425.00
No. Staff Development Awards granted by the Board	
Total Expenditures by Board of Trustees:	\$24,966.28

MASTER PLAN COMMITTEE

The Master Plan Committee (MPC) was appointed by the Planning Board in the Fall of 1993 and charged with the task of updating the Town's comprehensive long-range plan for decision making for the coming 20+ years. The Committee has been diligently working for the past 15 months, looking towards a date of May 1995 for presenting the final Master Plan Policy Document to a Special Town Meeting for approval.

COMMITTEE MEMBERSHIP

The Committee currently consists of 37 active members (down from a high of 49), who as a full committee have met 32 times in the past 15 months. The Committee is divided into seven sub-committees which also meet on a regular basis, to which each member is assigned to one as a primary member and one as a secondary member. In addition, we held six public forums in the Spring of 1994, along with two open sessions for Town employees and one for high school participants.

PROCESS

The Committee has worked closely with its consultant, LandUse Collaborative throughout the process. A Draft Report was issued in June, which was the result of LandUse's review of existing reports and data collection, and included input from the Committee's first six months of deliberations, the public forums, and the Committee's community-wide survey (to which we received 900+ responses). The key issues facing the community were identified, with possible solutions or strategies for addressing the issues noted. Since June, the sub-committees have spent time reviewing the draft chapters of the report, making changes and additions. Each sub-committee has presented policy and implementation recommendations to the full MPC for a vote, with a 2/3 majority vote required for inclusion in the final report.

As of the end of 1994, the full MPC has formally approved about 50 policies and implementation action items. A summary of the highlights of these follows.

ECONOMIC ISSUES

While no formal positions have been taken by the full MPC as of December 31 in this area, the sub-committee is considering ways of encouraging and promoting commercial and industrial development which is consistent with the Town's environmental and community character, in an effort to offset the costs of services resulting from the high rate of residential growth. The group would like to see the Town's commercial/industrial real estate tax revenue rise to a level of 20-25% of the Total tax revenue (currently it is at

17%, which is low compared to the recent past). The sub-committee is also recommending that the Town continue to participate in the development process of the Greystone parcel to insure that development is done in a way that is mutually beneficial for both the Town and the property owner.

Some of the implementation items being considered are the formation of a committee to assist in attracting and supporting the business community; seeking public funding of a design plan for continued business development along Routes 110 and 225; encouraging the revitalization of the villages, including the renovation of the mills; and considering the imposition of impact fees on new development projects.

ENVIRONMENTAL PROTECTION

The MPC has approved policies to maintain the quality and ecology of the Town's surface water; to establish baseline levels of environmental quality; to identify and protect parcels which are unique; to promote environmentally sound solid waste management; and to maintain and improve groundwater quality.

Implementation items have been approved for monitoring the salt levels in the Town wells, along with exploring alternatives to the use of road salt; monitoring the presence of trains parked on the tracks in Town; and implementing a testing program for underground oil/fuel storage tanks. The MPC is still considering implementation items concerning hazardous materials, water resources, environmentally sensitive land and wildlife habitat, and septic systems.

HISTORIC PRESERVATION AND COMMUNITY CHARACTER

Policies have been approved by the MPC concerning the Town's assuming a leadership role in managing growth in order to preserve character, maintain services, and minimize the financial impact on taxpayers; the Town's assuming a leadership role in preserving open space; and the Town actively promoting diversity in its population.

Implementation items have been approved to protect the Town historic resources through the use of historic registers and local historic districts; encourage a high level of quality and availability of a wide variety of architectural, site and landscape design; develop a plan for walkways and bike trails; propose bylaws which encourage pedestrian-friendly development; develop a plan for adaptive reuse of buildings; and study the possibility of compatible mixed uses in some zoning districts.

HOUSING

No formal positions were taken on this issue prior to the end of December, but the sub-committee is recommending a number of policies and action items which will address the issue of residential growth, in both the short-term and long-term. In particular, they are recommending that the number of housing units at the projected build-out be reduced, with more alternatives to single-family structures. In addition, policies and action items are being developed which encourage the development of innovative strategies to revitalize the Town's villages, and which promote the provision of housing which meets the needs of present and future residents of diverse income levels.

MUNICIPAL FACILITIES AND SERVICES

The MPC reviewed the Town's recent building and facilities plan completed by the Town's consultant Alderman & MacNeish, and the sub-committee will be presenting recommendations concerning each of the Town's facilities, along with addressing the issue of maintaining and/or improving the level of services to keep up with the Town's population needs. Under consideration are policies concerning all of the Town and School Departments, along with the general issues of well sites, solid waste disposal, and wastewater disposal and treatment.

OPEN SPACE AND RECREATION

The MPC met in the summer and fall in conjunction with the Board of Selectmen, Conservation Commission and Recreation Commission to come up with joint policies concerning open space. These have been incorporated into the MPC's policies and recommendations. In particular, these policies state that open space planning should provide for present and future municipal uses, and encourage the permanent protection of both private and public open space parcels. The distribution of open space within both residential and non-residential zones should be encouraged. The Town should establish some initial parcel selection criteria and offer a broad array of open space acquisition and protection mechanisms.

The joint boards group noted above agreed on a set of open space goals to preserve open space, preserve wildlife diversity and habitats, develop new trails and link existing trails, designate land throughout the Town for present and future active recreation needs, distribute open space throughout the Town, preserve and encourage agricultural activities, protect Town waterways, protect Town aquifers, and preserve scenic areas and vistas.

The MPC voted on some additional implementation items concerning computerizing the Town's open space inventory, establishing a recreational trail development and management program, improving access to Town recreational areas and waterways, exploring a broad

array of open space protection measures, establishing a Task Force to implement the Town's Open Space Plan, and developing and funding a program to identify and purchase land for protected open space purposes.

TRANSPORTATION AND CIRCULATION

The MPC has approved policies to discourage through-traffic on Westford roads; investigate transportation alternatives, including bikeways, transit service for the elderly, inter-town bus service, and park-and-rides; and ensure that the transportation investments are consistent with the Master Plan.

Some initial implementation items which have been approved include establishing a Traffic Advisory Committee to address traffic-related issues, and developing a roadway classification system unique to Westford for use as a framework for traffic and transportation decision-making. Other items are still under consideration.

PLAN FOR 1995

The MPC will continue to formally meet and vote on specific recommendations in the coming months, with a goal of completing the report by early April 1995. We have scheduled a second round of public forums in February to obtain feedback on our draft recommendations. A Special Town Meeting is scheduled for May 22, at which time the Master Plan Policy Document will be presented for acceptance. Some of the individual implementation items will be brought to Town Meeting, as appropriate, over the next few years. Other items are administrative in nature, and do not require Town Meeting action. The Board recognizes the importance of the Master Plan as a long-term planning document for the Town, and continues to invite and welcome public input into its decision-making process.

Respectfully submitted,

Angela Harkness, Co-Chair
Leslie Thomas, Co-Chair

Primary Sub-Committee Membership:

Economic Issues

Bob Cunningham
Tony Nardone
Dave Pallian
Andrea Peraner-Sweet, Chair
Bob Waisnor

Environmental Protection

Cliff Allen
Eric Fahle
Bob Hicks
Pat Newell*
Rody Palmer
Christie Williams, Chair

* resigned January 1995

Historic Preservation

Catherine Dimino**
Carole Frank
Bob Jefferies
Peggy Jungbluth
Elizabeth Michaud

Municipal Facilities & Services

Mary Caless
Lauri Carrick
Peter Fletcher, Chair
Bette Hook
Claire Stepnitz

Transportation & Circulation

Mike Abend, Chair
Bob Herrmann
Bruce Leggat
Scott MacKay**
Ken Morgan

Housing

Kacy Caviston, Chair
Wendy Darragh
Sam Frank
Diane Holmes
Russ Leonard
Chris Michaud

Open Space & Recreation

Denali Delmar
Paul Eichten
Bill Harman
Mary Hill
Tom Paul, Chair

**resigned December 1994

WESTFORD MUSEUM

The Westford Museum opened for the 1994 season on June 12th. This years' exhibit was coordinated by Ms. Colleen Bard and was called "Reaching for the Past". It was designed as an introduction to what archaeologists do and the type of remains they find. The guest speaker for the opening was Mr. Eugene Winter from the Peabody Museum at Phillips Academy in Andover, Massachusetts, who gave a talk and slide show on archaeology. Also present were Ms. Esther Braun, author of "The First People of the Northeast"; representatives from the Massachusetts Archaeology Society and the Division of Historical Resources in Concord, New Hampshire.

In addition to the archaeology exhibit, a number of photographs depicting different scenes of the Town from many years ago were on display, along with different memorabilia from the Town Offices and Westford Academy. We thank Officer Cote and William MacMillan for loaning some of these items for display.

In the spring, Maureen Raia began developing educational materials for the Middle School students as an extension of Colleen Bard's exhibit. During October and November, twenty-six 6th graders participated in the Blanchard Middle School/Westford Museum project. During eight workshops, the students studied archaeology, technology, and the organization of information. Studies were project oriented. The finished products - signs, information sheets, painted rocks, and a painted frieze became part of the exhibit "Tracking Technology" and exhibit related materials installed throughout the Westford Museum.

In the winter months of 1994, Jane Hinckley began to organize the 3 rooms upstairs in the cottage. Donations were sorted with the goal that those items in the collection would have antiquarian and historical interest relating primarily to local history with the additional limitation of what we could actually store, preserve and protect.

Maintenance: The boiler room chimney repair, accomplished by the Museum Maintenance Crew of Elwin Bagley, Alex Belida and Lloyd Blanchard was very successful; resulting in a dry boiler room throughout the year. The contracted removal of the rear stone retaining wall and the grading and grassing for the banking was the final step in the creation of attractive grounds surrounding the Museum.

The Westford Highway Department has been faithfully providing mowing and snow removal. The remainder of the hand shoveling and hand mowing was accomplished by the Maintenance Crew.

The Museum's supply of old fixed classroom chairs was donated to the Parkerville School. The Abbot Sleigh, formerly stored in the Scott Barn on Main Street is now being stored in the basement of the Parish Hall of the First Parish Church United.

Future projects for the continued operation of the Museum include; Portico replacement (funds approved at the May 1993 Annual Town Meeting), installation of a handicapped ramp, replacement of the clapboard siding, and replacement of the bulkhead and the steps to the basement.

The Museum is open from 2:00 - 4:00 PM on Sundays from mid-June to November, as well as by appointment.

The meetings of the Friends of the Westford Museum Board of Directors are held on the first Thursday of each month at 7:30 PM. All interested Westford residents are invited to attend and become involved. This group is entirely volunteer and new members are always welcome.

Respectfully Submitted,

Elwin Bagley
Lloyd Blanchard
Colleen Bard
Eva DeForge
Stephanie Guidetti
Lewis English
June Kennedy
Doris Santiquidi
Beth Shaw

Alex Belida
Connie English
Madonna McKenzie
Christine Pennella
Truda Wilson
Jane Hinckley
Mike Millet
Gordon Seavey
Marion Thompson

THE PARKERVILLE SCHOOLHOUSE COMMITTEE

The dream has been realized! The Parkerville Schoolhouse Committee held an Open House on Sunday, June 12, for the community to view the six year restoration of the Town's last one-room schoolhouse, built in 1880. The Committee's main focus remains a Living History Program for Westford and surrounding area students to experience a typical turn-of-the-century school day, as well as a meeting place for local organizations and private functions.

Among this year's major projects were a ramp, interior and exterior painting, three new sets of shutters, the planting of lilac bushes, lighting, a bathroom, new furnace, utility sink, and floor and desk refinishing. Several local contractors and townspeople made generous donations to make the 1994 spring opening a reality. Many projects remain, including landscaping, storm windows, foundation work, driveway resurfacing, a sign, and fencing.

Under the auspices of the Friends of the Parkerville Schoolhouse, the Committee raised funds through a Town-wide mailing, a booth at the Strawberry Festival, and Parkerville Schoolhouse pen and ink notecards. It was also represented in "Get to Know Westford's Clubs and Organizations Day" in October.

An archival scrapbook covering early days at the school until its 1929 closing was compiled. It features class photos, student papers, report cards, letters from former students and expenses. Also highlighted are the Committee's negotiations with the Town to preserve the school, fund-raisers and the construction work. Copies of much of this material will be made available in the Historical Collection of the J. V. Fletcher Library. Our historical information and artifact collection continues to grow.

Board member, Jennie Johnson, who planned and sponsored the "Old School Days" curriculum for the Town of Action, has plans for the Living History Program here in 1995. Additional antique school desks and supplies are needed.

Since its official September opening, three groups regularly meet at the schoolhouse; several organizations have used it for social affairs. There are tables and chairs to accommodate 50 people. To reserve the building, Townspeople are invited to call President, Mary Jane Plaisted, at 692-7294.

The meetings of the Parkerville Schoolhouse Committee & Friends are held at the school on the 2nd Tuesday of each month at 7:00 PM.

Respectfully Submitted,

Mary Jane Plaisted, President
Roger Plaisted
Jennie Johnson

June Kennedy
Warren Carson

PLANNING BOARD

As 1994 drew to a close, the Planning Board completed another busy year, reviewing many proposals for new construction projects. Westford is an attractive community, as is obvious to those of us who live here. While new neighbors and friends are always welcome in our community, the high rate of housing construction is placing stress on our schools, roads, traffic, municipal services and facilities, and residents' ability and willingness to pay for this growth with higher taxes. Under Massachusetts law, the Planning Board does not have the authority to deny approval of any project as long as it complies with the existing standards. Working within those constraints, the Planning Board has been striving to guide new projects in order to protect the environment and maintain the quality of life which is unique to Westford.

Because of the large number of proposed projects, the Planning Board was unusually busy during 1994, holding 33 formal meetings, in addition to several site visits. Many more site visits were made by professional consultants at the direction of the Planning Board.

NEW SUBDIVISIONS

During 1994, the Board completed review through approval on four new definitive subdivision applications for a total of 150 new lots.

Hitchin' Post--Vose Road--a conventional subdivision of 30 lots on 41 acres of land (Applicant: R.M. Hicks, Inc.)

Sweetwood Place--Oak Hill and Groton Roads--cluster subdivision of 10 lots on 10.93 acres, with 4.33 acres of open space (Applicant: R.M. Hicks, Inc.)

Prescott Place--Boston Road--common driveway serving three lots on 3.66 acres (Applicant: Robert Connell)

Lakeside Meadows--Groton, Nutting, and Depot Roads--cluster subdivision of 110 lots on 152.75 acres, with 71.98 acres of open space (Applicant: Route 40 Development Corp.)

The Board also completed the preliminary review process of three additional proposed subdivisions with a total of 69 lots, two of which we expect to complete the definitive stage in early 1995. One preliminary subdivision plan was denied and three preliminary applications were withdrawn after discussions revealed significant problems with the plans as presented.

APPROVAL NOT REQUIRED PLAN

The Board considered and endorsed 33 new "Approval Not Required" lots, which means that the lot meets the Planning Board's requirements for frontage and acreage on an existing public way, on a previously approved subdivision way, or on a private way with adequate access. The Board chose not to endorse several other applications for a variety of reasons.

SITE PLAN APPROVALS

Three site plans were approved during the year--a new office building at 235 Littleton Road; a proposed OSCO Drug in the currently vacant lot at the corner of Littleton Road and Carlisle Roads; and an addition to St. Catherine's Church.

OTHER APPLICATIONS

The Board approved one special permit for a common driveway, and discussed and approved the conditions for two earth removal permits.

HIGHLIGHTS OF THE YEAR

Lakeside Meadows This large development proposal in the vicinity of Lake Nabnasset was discussed at 19 separate Planning Board meetings during the year, with final approval coming in late December. The Board spent a tremendous amount of time and effort on technical study and review of the application, with the assistance of the Town's consultants, to assure that the lake and Shipley Swamp would not be adversely affected by the development. The Board actively and enthusiastically supports the efforts of the Selectmen, Town Manager, and the private citizens working towards the Town's acquiring the parcel.

Rules & Regulations/Zoning Amendments The Board formally amended its Rules & Regulations several times during the year, in an effort to clarify and better achieve its goals. Five zoning amendments were passed at the Annual Town Meeting--additions to the Conservation Zone of land off Lucille Avenue, land on Hartford Road, and Tenney Road land; rezoning the Benchmark Estates land from Industrial A to Residential A; and a change to the dimensional requirements of an open space residential development to require that all land within 100' of any building lot be designated as open space (currently 250'). The Fall 1994 Special Town Meeting resulted in a Zoning Bylaw amendment which prohibits new retail buildings of greater than 60,000 s.f., and requires buildings with between 30,000 and 60,000 s.f. of gross floor area to go through the Special Permit process. This amendment was sponsored by the Master Plan Committee, and included a sunset provision of December 31, 1995, unless sooner amended or repealed.

Master Plan Committee Board members continue to serve on the Master Plan Committee in its efforts to update the Town's Master Plan. Each of us also actively serves on one of the sub-committees of that Committee. We look forward to the Committee concluding its work in time for the Special Town Meeting scheduled for May 1995.

Staffing For several years now the Board has expressed concern about inadequate staffing to serve the Board, given the high level of development activity the Town is experiencing. For several years, the Board has shared one full-time coordinator with the Conservation Commission, supplemented by the part-time services of Peter Wells, the Town's planning consultant. Despite the noble efforts of Bill Turner, the incumbent in the coordinator's position, the workload clearly indicated the need for more in-house staff. In the Spring of 1994, the Town engaged the services of a HMM Associates (later Earth Tech) to perform engineering review work for the Town. It should be noted that the Planning Board's fees more than cover the hiring of these consultants, which has been at no direct cost to the Town.

The Fall 1994 Special Town Meeting appropriated funds for a consultant to staff the Planning Board until June 1995, and to review the organizational structure and staffing needs of the Town's land use departments. Anita Tekle was retained in November to fill that position, and will be reporting back to the Town in early 1995.

MEMBERSHIP CHANGES

The Board welcomed Catherine Dimino in May 1994, who was elected to a five-year term vacated by James Sheridan. Ms Dimino served the Town until December 23, 1994, when a move to California required her to resign from the position. The Board thanks both of them for their dedicated service to the Town. On December 28, the Board of Selectmen and Planning Board jointly appointed Allan Loiselle to fill the vacancy until the May 1995 election.

Respectfully submitted,

Denali Delmar, Chairman
Peter S. Fletcher
William H. Harman III
Robert Jefferies
Allan Loiselle

WESTFORD POLICE DEPARTMENT

ARRESTS	152
COMMITMENTS	9
PROTECTIVE CUSTODY	20
RESTRAINING ORDERS	93
SUMMONSES	249

INCIDENTS INVESTIGATED

ACCIDENT, INDUSTRIAL	11
ACCIDENT, MV-FATAL	2
ACCIDENT, MV-INJURY	77
ACCIDENT, MV-NO INJURY	514
ACCIDENT, OTHER	2
ALARM, BURGLAR	990
AMBULANCE	543
ANIMAL BITE	14
ANIMAL CRUELTY	2
ANIMAL, STRAY	11
ANIMAL, VICIOUS	14
ANIMAL/MV COLLISION	35
ASSAULT/FELONY	1
ASSAULT/FIREARM	3
ASSAULT/KNIFE	1
ASSAULT/PHYSICAL	1
ASSAULT/SIMPLE	19
ASSAULT/WEAPONS	2
BOMBING	2
BOMB THREAT	3
BREAKING & ENTERING, ATTEMPT	9
BREAKING & ENTERING, FORCED ENTRY	40
BREAKING & ENTERING, UNLAWFUL ENTRY	7
BUILDING FOUND OPEN	105
BY-LAW VIOLATION, DOGS	25
BY-LAW VIOLATION, CARS	1
BY-LAW VIOLATION, OTHER	83
CALL BOX	1
CHILD ABUSE	4
CHILD MOLESTING	2
CHILD NEGLECT	7
CIVIL COMPLAINT	2
COUNTERFEITING	8
DISORDERLY CONDUCT	1
DISORDERLY PERSON, ANNOYING OPPOSITE SEX	3
DISORDERLY PERSON, THREATENING	29
DISTURBANCE	437
DOMESTIC	91
DRUG OFFENSE-OTHER	8
DRUG OFFENSE-POSSESSION	6
FIRE-ALARM	136
FIRE-BUILDING	45
FIRE-MV	22
FIRE-OTHER	72
FIREARMS VIOLATIONS-CARRYING	1
FIREARMS VIOLATIONS-ILLEGAL DISCHARGE	13
FIREARMS VIOLATIONS-POSSESSING	2
FIRST RESPONDER CALL	70
FORGERY	2
FRAUD	1

FUNERAL ESCORT	9
GAMBLING	1
GENERAL OFFENSE-FIREWORKS VIOLATIONS	8
GENERAL OFFENSE-MV ABANDONED	2
GENERAL OFFENSE-OTHER	12
GENERAL OFFENSE-RUBBISH DISPOSAL	27
GENERAL OFFENSE-TRESPASS	20
GENERAL SERVICE-LOCK OUT	460
GENERAL SERVICE-MESSAGE DELIVERY	31
GENERAL SERVICE-MOTORIST	3
GENERAL SERVICE-OTHER	303
GENERAL SERVICE-REMOVE ANIMAL	15
GENERAL SERVICE-TRANSPORTATION	40
HARASSMENT	3
HEALTH HAZARD	35
INJURY TO PROPERTY-PRIVATE	296
INJURY TO PROPERTY-PUBLIC	14
INVESTIGATION	5
LARCENY	215
LARCENY ATTEMPT	14
LARCENY BY CHECK	4
LARCENY FROM MV	54
LARCENY MV-AUTOMOBILE	17
LARCENY MV-OTHER	1
LARCENY MV-TRUCK	2
LIQUOR LAW VIOLATION-POSSESSION	5
LOST CHILD	3
MISSING PERSON	9
MUTUAL AID CALL	56
MV CITATIONS	1475
MV DISABLED	427
MV VIOLATIONS	299
OFFICER WANTED	2
PARKING TICKETS	270
PRISONER TRANSPORT	39
PROPERTY FOUND	90
PROPERTY INSECURE	4
PROPERTY LOST	33
PROPERTY RECOVERED	45
PROWLER	17
REPOSSESSION	6
ROBBERY FIREARM	2
SAFETY HAZARD	70
SECURITY CHECK	72
SEX OFFENSE-INDECENT EXPOSURE	3
SEX OFFENSE-OTHER	6
SEX OFFENSE-RAPE-FORCED	1
SUDDEN DEATH	5
SUICIDE	2
SUICIDE ATTEMPTS	7
SURVEILLANCE MV	55
SURVEILLANCE-PERSON	57
SUSPICIOUS MV	211
SUSPICIOUS PERSON	308
TELEPHONE HARASSMENT	143
TELEPHONE OBSCENITY	9
TELEPHONE-911 HANGUP	127
TRAFFIC CONTROL	8
TRAFFIC HAZARD	240
VIN CHECK	14

RECREATION DEPARTMENT

This year has been an great one for the Recreation Department. At Town Meeting in May, funding was approved for a full-time Recreation Coordinator. A new baseball field at the American Legion Field Complex was approved, along with a new bathhouse at Forge Beach, and many other facility improvements around Town. The newly acquired 50 acres of the Farmers Parcel was given to the Recreation Department. The Recreation Commission hired the Berkshire Design Group out of Northampton to design a Town recreational facility.

The Recreation Commission (WRC) is still adding new members, and continues to grow in both facilities and programs.

The WRC would like to thank all the people who have dedicated work on helping and maintaining the Commission. Thank you to Jodi Brush for all her efforts in the office, and to Jodi Brush for all her work as Recreation Coordinator. One last thank you to the Highway Department, Parks and the Westford School Department for their continued assistance.

YOUTH RECREATION PROGRAMS

BASEBALL - Baseball continued to grow significantly during 1994 toward the 1,200 youngster participation level. The Legion, Veterans Field, Whitney and Hamilton diamonds saw heavy action from the Spring through the Fall. The Girls Softball Program is the fastest growing segment, followed by the Tee-ball Program. The Baseball programs fund raisers provided the Town with a number of field improvement projects during the year.

BASKETBALL - The 1993 - 1994 Basketball Program was very successful with over 600 youngsters participating in six programs: 3rd Grade Instructional; 4th & 5th Grade Boys and Girls; 6th - 8th Grade Boys and Girls; and High School Boys. The Leagues ran from December - March.

Playoffs were held in late March with the final championship games for the all divisions; Boys and Girls (except 3rd Graders) at the Blanchard Middle School. At the conclusion of the season, award banquets were held and trophies were given to all participants. The Annual February Tournament and raffle tickets sold in all divisions provided necessary funding to pay for program activities.

POP WARNER FOOTBALL - Westford completed its 22nd year in the Wachusett Pop Warner Football League. The season runs from August to November. This year the program had a major increase in the number of participants to 92: 66 boys and 26 girls.

The Cheerleaders competed in the Wachusett League Cheerleading Competition in October.

The season culminated with the Annual Awards Banquet where trophies were awarded to all the boys and girls who participated in the program. Academic awards were presented to the boys and girls who attained honor roll status. This year, 35 boys and girls received academic certificates.

This year the football program suffered a great loss. After 20 successful years of involvement in the program, Russ Carlson retired from Pop Warner Football.

The football players, cheerleaders and coaches wish to thank all the parents and volunteers, the Lions Club and the Westford Recreation Commission for their continued support.

WESTFORD YOUTH SOCCER - This past year saw over 1,400 Westford youngsters playing soccer. The program's intramural leagues had more teams and more players than ever before. The same can be said for the Travel Teams which had a record number of participants in both the Spring and Fall. This year for the 1st time, children as young as 5 years old had the opportunity to play in the micro-soccer program.

The fields were once again put to extensive use. More & more parents are becoming licensed coaches, which is improving the level of instruction.

DAY CAMP - A very successful six week day camp program was provided for the 6th year in Westford. Over 290 youths aged 5-12 experienced a full summer with many activities for them to take part in and enjoy at the Nabnasset School. Camp met rain or shine Monday through Friday 8:00 AM - 2:30 PM. Format included a daily arts and crafts, sports and games activities, an optional swim lesson, special events and field trips to Great Brook Farm, The National Plastics Museum, the Moonbounce was a welcomed back favorite to camp. Included in the fee are a tee shirt and insulated lunch bag for all participants and a cookout every second Friday. Program Director: Cindy Roper.

TRACK & FIELD - This ever popular summer program, for ages 7 -14, was under the guidance of a new director, Karen Barbera. The program continued to thrive with over 100 children participating. Included were short and long distance running events, field events and intramural competitions. We are located at the Westford Academy track on Tuesday and Thursday evenings. A tee shirt is provided to all registrants.

BEACHES - Forge Pond and Edwards Beach operated seven days a week from 10:00 AM - 6:00 PM with certified lifeguards. The beach season was June 25th through August 27th. This year the beaches were open an hour longer and a week later than 1993.

The swim instruction program had over 250 youngsters, plus individuals from the Day Camp, enrolled in lessons which included Water Orientation, for 3 - 5 year olds.

Beach tags and guest passes were purchased by over 1,400 residents. A new family beach tag rate was brought in by the Commission. There were two certified lifeguards trained in CPR and First Aid on duty at both locations.

ADULT RECREATION PROGRAMS

ADULT RECREATION - All Adult Recreation programs are completely self-sustaining with all costs borne by participants and sponsors except for the facilities provided by the WRC and the School Department. Recreation opportunities for adults include golf, tennis, volleyball, soccer and various other activities.

WOMEN'S VOLLEYBALL - This group played on Tuesday nights at the Abbot School gym. This is a non-structured group and is composed of 25 women of varying interests and abilities. This program is open to women of all ages who live or work in Westford. Director: Rita Norander

MEN'S VOLLEYBALL - Held on Friday nights at the Abbot School gym this program runs from September - March and is a popular means of exercise for men of all ages. Director : Dennis "Spike" Walsh

COMMUNITY PROGRAMS

APPLE BLOSSOM '94 FAMILY FUN RUN/WALK - This annual event took place on May 14, 1994. The course covered the 1.7 miles from Westford Academy up Main Street to a welcomed finish at the Town Hall. This year there were over 200 participants who received a tee-shirt and everyone broke the tape at the finish. Special thanks to the Middle School Girls Softball Team for all their hard work, time and effort.

THE WESTFORD COMMUNITY PLAYGROUND INC. - The Westford Comm. Playground is a non-profit parent run organization created to build and maintain playgrounds for the children of Westford. The Committee was established by Paula Campbell in 1989 with the goal of providing a centrally located, safe place for parents and care givers to meet with their children.

Volunteers and donations are always needed. If interested Paula Campbell can be reached at 692-5252.

Respectfully Submitted,
Westford Recreation Commission

Beth Ahern
Glen Townsend
Ray Fortin
Cheryl Hanley



WESTFORD RECYCLING COMMISSION

We are pleased to report the following recycling facts and figures for 1994. Each ton diverted from the waste-to-energy incinerator in North Andover saves \$ 89 (up from \$ 85 in 1993) and assures that Westford is in compliance with State waste bans.

Tonnage sent to North Andover was equal to or greater than 1993 from January to September. With implementation of mandatory curbside recycling October 1st, October saw a 15% decrease in tonnage from 1955 tons in 1993 to 1676 tons in 1994. As markets for recycled paper improved in 1994, revenue collected from the sale of our recycled news and mixed paper generated a record income for the town of \$ 19,654.

1. Curbside Recycling

Waste Management of Londonderry, New Hampshire continued to provide curbside recycling services to Westford residents every other week at a cost of \$129,500. Mandatory recycling began October 1st. Mandatory recycling began October 1 and participation of the 5,431 Westford households in the curbside program in 1994 rose from 57% in March to 78% in November. Also October 1, a \$5 sticker was required for pickup of bulk items such as furniture.

In November, the Commission recommended to the Selectmen that the curbside pickup be dropped in June 1995 and replaced with increased hours of operation at the Route 110 recycling site. A decision is expected early in 1995.

Total tonnage of plastic, glass, and cans collected: 468 tons.

2. Newspapers

Payments from North Shore Recycled Fibers of Salem for our newspaper rose steadily in 1994 from \$ 2.50/ton in January to \$ 45/ton in December. Full containers are hauled to North Shore's Haverhill mill by Waste Management as part of Waste Management's contract.

Volunteer organizations continue to provide the people-power needed to load the rolloff containers with residents' newspapers on the third Saturday of each month for which they receive \$500. All members of the Recycling Comission help to administer the program. November was high tonnage month for the program when 76 tons of newspapers were collected. The lowest monthly collection, 39 tons, was in January.

Total quantity collected: 679 tons at a cost of \$10/ton, offset by income.

3. Third Class Mail / Magazines / Paper

North Shore Recycled Fibers of Salem continues to accept Westford's recycled third class mail, magazines, and mixed paper. This year we added more varieties of paper to what can be accepted including cardboard and cereal box-type board. Commission member Barbara Carey continues to volunteer to administer the program. In June we received two 40 yard rolloff containers from a State DEP grant adding much needed collection capacity. The same month, we started to receive revenue for our mixed paper at the rate of \$ 5 per ton increasing to \$ 32.50 per ton in December. The largest monthly collection was 40 tons in November. The smallest amount, 15 tons, was collected in January.

Total quantity collected: 302 tons at a cost of \$12/ton, offset by income.

Total income received from collection of news and mixed paper: \$ 19,654.

4. Leaves and Grass Clippings

Residents take yard waste to Laughton's Nursery, 31 Lowell Road, Westford weekdays year-round and also Saturday mornings September to June.

Estimated total quantity recycled: 750 tons at \$10/ton paid to Laughtons.

5. Waste Motor Oil

The Westford Center Fire Station continues to be the collection depot for waste motor oil each Saturday. Residents are charged a disposal fee of \$1 per gallon. The collection program is overseen by Fire Department personnel. Beginning this year all oil collected is used by the Highway Department as fuel for heating the town garage.

Volume of waste oil collected: 1,145 gallons. Total income received: \$1,145.

6. Christmas Trees

In January 1994, residents took advantage of a voluntary Christmas tree recycling program. The Westford Firefighters Association collected trees on two Saturdays in January for a \$2 per tree donation. The trees were taken to the Highway Garage for chipping. Number of trees collected: approximately 650.

7. Household Hazardous Waste Collection

A collection was held on Saturday September 24th at Westford Academy from 8:30 am to 4:30 PM. This year's vendor was the General Chemical Corporation. Eighty-seven 55 gallon drums were filled with hazardous material which was a 56% increase from the amount collected in 1992. Many thanks are due to Recycling Commission member Mike Gustin who administered the program for this year. The collection cost just under the \$ 25,000 allotted in the budget and residents who brought hazardous waste to the collection voluntarily contributed \$1,650 to offset the expense to the town.

8. Public Education

- a) Two townwide mailings paid for by Waste Management explained all of the town's recycling programs to residents. This years flyers were designed and printed by Apple Tree Graphics and were printed in a larger format using two colors.
- b) Commission member Ellen Harde spoke to three science classes at the Westford Academy and two Cub Scout Packs on the subject of recycling.

- c) Commission members Gerry DiBello & Ellen Harde write "Westford Recycles", a weekly recycling column for the *Westford Eagle*.
- d) Wendi Foli and Ellen Harde appeared on cable TV's "Talk Radio With Pictures" in September to explain the new mandatory recycling and bulk item fee guidelines.
- e) Waste Management provided the recycling truck for the Apple Blossom parade in May. In addition, the commission members' displayed a float by artist John Tagiuri. The 10' trash can "float" visually represented the amount of trash each of us generates in one year. This oversize trash can became a permanent display at the 110 recycling site during the year.

9. White Goods

White goods are defined as: stoves, water heaters, washers, dryers, refrigerators, air conditioners, and microwave ovens, which are prohibited from the NESWC incinerator by a State DEP ban. Alternatives for collection are listed in the recycling flyers mailed twice a year to all Westford residents and in the *Roudenbush Westford Directory* under "RECYCLING." A disposal fee is paid directly to the hauler by the homeowner.

10. Hardcover Books

During the months of May to October we collected 5.65 tons of hardcover books at the Rt. 110 recycling site. Our thanks to Bob Price of the Friends of The Fletcher Library for helping to make this program work. The books collected are delivered to Courier Corp. here in Westford. The town received \$ 10 per ton for the books.

11. Clothing Recycling

Since January, New England Clothes Recycling of Chelmsford has collected old clothing, textiles, small household appliances, and used toys at the Rt. 110 site the 3rd Saturday of each month. Response has been excellent, with residents filling an 8 cubic yard truck monthly.

Summary

In November, Gerry DiBello stepped down as Chair of the Commission and was succeeded by Wendi Foley. Our thanks to Gerry for his years of leadership.

In 1994, close to 2,400 tons were diverted from the incinerator, about 22% of residential solid waste. The Recycling Commission continues to seek ways to recycle additional items and will continue this work in 1995. As in the past, Recycling Commission members look forward to helping Westford reduce trash costs and dispose of waste in the most environmentally responsible way.

Respectfully submitted,

Wendi Foley, Chair
Gayle Wells, Vice Chair
Richard Barrett, Highway Superintendent, ex-officio
Barbara Carey
Gerald DiBello
Ann Eno

Mike Gustin
Ellen Harde
Victoria Phillips
Gayle Wells

Roudenbush Community Center

"Moving Back to Old Nab"



STILL GROWING AFTER ALL THESE YEARS

Only two years after leaving the Old Nab school for the more spacious Frost school, we found ourselves looking about for more program/classroom space. Town Meeting generously gave care and custody of the building back to Roudy and two months of frantic labor followed. Deleading, asbestos removal, boiler replacement, handicapped access and facilities, and a complete paint job were the major projects -- all paid for without using Town money. The Associates made a very generous donation to help defray expenses; the remainder was covered by using our carefully-hoarded savings. Kudos to Liz Mayer for competently overseeing this huge project. Further kudos to on-site director Diane Nutt and Kenneth, her husband, who together worked many extra hours.

AND MORE EVIDENCE OF GROWTH

- The Fall brochure offered over 180 Roudy programs, in addition to other Town departments.
- Birthday parties set a record, with over 130 happy kids celebrating with their friends.
- The Committee itself is growing, as Town Meeting approved an increase from 9 to 15.
- All departments at Roudy are now computerized. • Roudy is not only using our own 3 buildings, but we've gone to other facilities for some classes. • TRCCI (The Roudenbush Community Center, Incorporated) has been formed and is currently awaiting non-profit status from the IRS. When that comes (June of 1995?), TRCCI will take over the burden of handling the money. In the previous 19 years, the Associates have had that often thankless task, in addition to their own prodigious fund-raising efforts.

A MILLION DOLLAR YEAR

FY94 was record-breaking in just about every way for Roudenbush. Revenues from programs, preschool and day care topped \$1,000,000 for the first time in our 19 years! That makes Roudenbush the 4th largest town department following schools, police, and highway, but not a dollar of that million is tax dollars -- it's all user fees. Our expenses were \$950,000, and the surplus was used to refurbish Old Nab and install a computer network.

BUILDING IMPROVEMENTS

As with any old buildings, ours need a lot of TLC -- but we have a lot to give and we truly enjoy recycling them. Besides the extensive fix-up of Old Nab, 65 Main St. always seemed to need our immediate attention. And that's what it got, from new slates on the roof to a new water meter in the basement, from bathroom repairs to driveway repairs. The list goes on and on, but one more item to notice: the Associates took down the old Roudenbush sign, restored it, and replaced it on the rear gym wall. Frost didn't need much this year, but new downspouts were installed and the drains were fixed up along with a summer spruce-up.

DIRECTOR

Unfortunately, Stephen Winter resigned his position in April. After a long and extremely thorough search, we found the right candidate right under our noses. The Committee was very pleased to name Patti Mason to the position of Director. May she serve many more years! Patti has already given Roudy her time and talent for several years. The last few years she has been in charge of Children's programming as well being in charge of our award-winning brochure.

ADULT AND CHILDREN'S PROGRAMS

The leadership personnel may have changed, but the number of programs offered has grown as has the number of people taking advantage of them. The new Adult Program Coordinator is Ginger Doucette; the new Children's Coordinator (to replace Patti) will be hired by March 1. Roudy would like to give special thanks to the folks at Westford Academy with whom we are working cooperatively to offer the adults of Westford the latest software programs.

CHILDREN'S CENTER PRESCHOOL

Liz Mayer's major accomplishment in 1994 was the opening of the Old Nab building at 170 Plain Road. Diane Nutt is the on-site director of this growing site. Preschool presently has 315 children being served by a staff of 21 teachers who have a total of 120 years of teaching experience at Roudenbush. We are truly blessed by such dedication.

CHILDREN'S CENTER AT FROST

In only our second full year in this building, Frost is already bursting at the seams. The staff have kept the children busy with all sorts of fun and educational activities, from a live production of Aladdin through candlemaking and singalongs, to a "Witch" storyteller. Marjorie Leslie had to go on medical leave, but an administrative support team was formed to carry on nicely.

HEALTH SERVICES

Roudenbush continues to be the site for many of the health screenings offered by the Town Nurse, Sandy Collins. Our location makes this aspect of our service especially useful.

VOLUNTEERS -- OUR BELOVED ASSOCIATES

We give a big THANK YOU to the Associates for all their support all year long. Associates are our fund-raising, friend-raising arm. They run the Auction, the float in the Apple Blossom Parade, a table at the Strawberry Festival, write the 'Round Roudenbush' column, and produce the Westford Directory. It seems somehow fitting that the new President of the Associates is the person who has done more than anyone else to mold Roudy, Ellen Harde. All the volunteers work hard; that, along with their constant good will, is essential to the success of Roudenbush.

ROUDENBUSH ASSOCIATES BOARD OF DIRECTORS

Ellen Harde, President	Sue Hamalainen, Vice President
Chris Dwyer, Secretary	Frank Penella, Treasurer
Ann Demeranville	Muriel Drake
Andrew Kusmin	Colleen Thomson
	Truda Wilson

SPECIAL KUDOS

#1 goes to Patti Mason and her myriad helpers for their efforts in putting out the RCC brochure. Last year's edition was selected as the #1 Brochure, receiving this national award from the Learning Resources Network. From over 100 finalists from across this country as well as 5 foreign countries, Roudy has the #1 Brochure! Well done, Patti and staff!

#2 goes to Liz Mayer and her staff in the Preschool. Her program has met all the criteria set by the National Academy of Early Childhood Program and thus is one of only a few preschool programs in the country to receive accreditation. The Committee has long believed that Roudy is special; these 2 items only prove it.

COMMITMENT TO THE COMMUNITY

Roudenbush has pledged to become self-sufficient within five years and we are making progress toward that goal. During FY94, Roudy returned around 60% of the town's Roudenbush budget back to the town. Even as we grow, we are always open to new ways that we can serve the community while maintaining our personalized way of doing business.

Respectfully submitted,

The Roudenbush Committee

Tim Butler, Chairperson	Stella Snyder, Vice-Chairperson
Peg Blanchard, Secretary	Cho Chau Li, Treasurer
Barbara Meader	Jack Viera
Charlotte Scott	Jan Fulton
	Jayne Stafstrom

WESTFORD PUBLIC SCHOOLS

1993-1994 ANNUAL REPORT

OVERVIEW

The 1993-94 school year evidenced increased student growth with the K-12 enrollment showing an astounding 211 more students. The elementary level absorbed much of this growth. To accommodate this growth, the Westford Schools 1995-96 budget included additional staff; but still our elementary class sizes exceeded the School Committee's desired class size. With the continuation of new construction in Town, this type of action will need to be continued.

In 1993, the Massachusetts Legislature passed the Educational Reform Act which drastically altered the structure of our schools and how students would be taught. This far-reaching act will change teacher certification requirements, mandate longer student instructional time, allow more decision making at the school building level, involve parents and community in school improvement plans, and place more class time emphasis on educational curriculum. Westford, through a collaborative effort involving parents, staff, and School Committee, have developed a systemwide organizational plan to meet its goal of being prepared to meet this obligation. The plan identified areas of responsibility of school personnel, School Committee and School Councils.

The School Committee commissioned a Building Needs Committee to assess current space needs in light of Westford's ten-year pupil projections. This Building Needs Committee's report, which was presented to the School Committee in April, emphasized a significant shortage in pupil seats in the near future. The School Committee, along with the Board of Selectmen, contracted with Alderman & MacNeish architects to conduct a Townwide space feasibility study. This will be submitted to the Town in early fall.

This year, in a continued effort to make the Westford Schools the best, changes were made in staffing. At Westford Academy an administrative reorganization was accomplished. A new Dean was hired for academic pursuits and the other Dean was put in charge of student activities. To continue the work begun the previous year on encompassing elementary libraries in the educational programs, a librarian was hired to work in the upper elementary buildings. The other major accomplishment this year was the hiring of a Townwide IMS Director to oversee the networking of the Town and preparing for the 21st century.

This past year also saw Westford Schools participate in the State-initiated Early Retirement Incentive plan. Twelve staff members sought approval, but due to the State quota formula, only four staff were accepted into the program: Ralph Drinkwater, Dean of Student Activities at Westford Academy, retired after 34 years of service as a teacher and administrator in the schools; David Manseau, Music Teacher at Blanchard Middle School, after 31 years of teaching; Richard Prescott, Westford Academy Science Teacher, after 30 years, and Joan Longobardi, Art Teacher at Westford Academy, after 28 years of teaching. In addition to those accepted under the State ERI program, Westford also said good-bye to Mary Surprenant, elementary teacher at Robinson School, after 22 years of helping educate Westford's young people. We will miss them all!

CURRICULUM AND INSTRUCTION

Several very exciting and significant initiatives were organized during 1993-94 through teachers, administrators and parents working together providing for the needs of children. Some of the curriculum and instructional accomplishments include:

Math

At the elementary level, continued staff development with flexible grouping and problem solving skills resulted in more challenging opportunities for students grades K-5. Teachers report that they are more comfortable with newly instituted changes in math and are working towards providing more opportunities for all children. Staff development during 1994-95 will further examine providing more challenge for all children and expanding the problem-solving approaches that we recently instituted.

At the middle school, teachers completed an analysis of the literature and a study of materials that would successfully match the recommendations of the National Council of Teachers of Math. During 1993-94, two programs were piloted: D.C. Heath and Glenco Publishing. Student performance was carefully monitored and a recommendation for change was forwarded and approved by the School Committee in May. In 1994-95, the D.C. Heath program will be available for all students grades 6 - 8 with Glenco Math utilized for faster paced learning students.

In 1994-95, staff development will be focused on problem-solving approaches to implement math skills and connecting math with other disciplines. Beyond that, new learning opportunities will be explored for grade 8 children who are involved with either Pre-Algebra or Algebra I.

At the high school, several initiatives were underway. Science and math departments collaborated on activities that could support student learning. In addition, interest in creative application of math resulted in a year long connection with the Bechtel-Parsons-Brinkerhoff project. This corporation, which is involved with the Boston Depressed Artery Project, is resulting in the involvement of several of our classes with project engineers from the company who work on site and the visit of our students to the construction area.

For 1994-95, high school math teachers will be piloting new materials in Calculus and Intermediate Algebra. The piloting process will be carefully assessed with a recommendation for new programs forwarded to the School Committee in the spring of 1995.

Science

Several exciting approaches are underway at all grades K-12. At the elementary level, the National Science Resource Center, at the Smithsonian Institute in Washington, has been coordinated with other teacher prepared materials K-5 and text approaches. The NSRC program, which ultimately will provide 24 units, 4 per grade, grades 1 - 6, focuses on Life, Earth, and Physical Sciences and Technology. To date, Westford has implemented 14 units with 6 more planned for 1994-95.

At the middle school, staff development has examined the use of more hands-on learning at all levels. Expanded usage of laboratory learning, technology approaches and outdoor educational experiences have provided more creative approaches at Blanchard.

Language Arts

In 1993-94, several important steps were taken in the study of Language Arts. At the elementary level, the new Silver Burdette/Ginn program was introduced. Connections with trade books and other good literature selections and the concentration on reading strategies have improved instructional delivery.

At the middle school level, Language Arts teachers, have worked on the literature and writing connection and have enjoyed collaboration with team members creating instruction.

At Westford Academy, staff have been working on writing skills sequence. Grade level expectations, activities to organize and coordinate have been the topics of study. A task committee from this level will be continuing this project over the summer and will have recommendations prepared for review by September.

Computers

Several activities were completed by the Computer Task Committee and other teachers during 1993-94. At the elementary level, technology application to curriculum was a major focus. Classes were regularly scheduled to apply technology skills to learning in various disciplines. Careful work with the CAC for Computer resulted in recommendations for enhanced equipment in both intermediate laboratories.

At all levels, the Computer Task Committee has organized a professional development plan for 1994-95. This plan includes on-site work for inservice and possible graduate level credit. All teachers K-12 will have several opportunities for new learning through hands-on experiences under development at the various sites.

At the high school level, a focused effort to introduce technology to all students resulted in the Introduction to Technology course this year. The program was carefully monitored, data was collected, and a detailed recommendation was forwarded to the School Committee in early spring. Introduction to Technology will now be a required course of all students for completion by the end of the Sophomore year. This exciting opportunity lays the groundwork for more challenging learning for all high school students. Beyond this, close work with the CAC resulted in several enhancements of equipment. Our Mac and IBM labs will now have enhanced capacity and greater connectivity with other disciplines.

Professional Development

The Professional Development Task Committee, working with building representatives, developed a series of activities to enhance teaching skills. Each building site has a Professional Development Committee working with the building administrator. Through coordination of these sites, several workshops were organized on gender equity, conflict resolution, technology usage, flexible grouping, collaborative teaching, and specific curriculum skills work.

Art/Industrial Art/Home Economics.

Task Committee members completed a revision of the Rationale, Scope and Sequence and Curriculum Expectation Charts. Materials were added to enhance instruction and professional development examined connections with other academic areas.

Promoting Challenge

The Promoting Challenge Study Committee, comprised of parents, teachers and administrators, has focused on implementing approaches K-12 to expand and enrich student learning. A purpose for the effort was developed, procedures organized and expectations for short and long range clarified. Recommendations were shared with all involved and four teams began their studies this spring.

High School Restructuring

A team of administrators and teachers has been working on restructuring curriculum and instruction at Westford Academy. As a result of several workshop and training sessions, several collaboratively-taught courses will be organized in 1994-95.

Grant Opportunities

Westford has been very successful in securing State, Federal and Corporate entitlement and competitive grants. For 1994-95, funds available to this school system exceed \$400,000.00.

Conclusion

Many very exciting learning opportunities are underway at all grades levels and building sites in Westford. All activities focus on specific goals which are tied to our effort to provide for the needs of all students. The work of task and study committees is only the beginning of the instructional improvement effort. Careful work with administrators and teachers, appropriate staff development, communication with the public and clearly developed assessments further clarify our next steps.

SCHOOL REPORTS BY GRADE LEVEL

WESTFORD ACADEMY

Westford Academy Hosts International Politicians

Under the "World Politic" theme, countries that formally made up the USSR were highlighted during the school year. A two-day visitation by the Ambassador from Belarus in the fall started a series of activities that included a visit to the United Nations and the Russian Mission in New York which houses representatives from seven Eastern European countries. Students met with and questioned Deputy Ambassadors from Russia and Belarus as part of their day-long stay. Following the trip to New York Deputy Russian Ambassador Andre Shestakov visited Westford to speak and discuss with students the changes that were taking place in Eastern Europe.

Curriculum Restructuring

Following a year-long effort of research, site visitations, and extensive discussion among students, parents and staff, Westford Academy added to its Program of Studies courses that bring about the joining of Math with Science and English with History in a thematic explanation of these disciplines. Physics/Calculus, Chemistry/Algebra II, American Literature/American History, English 9/Roots of Civilization will take a more thematic approach during the 1994-1995 school year.

National Honor Society

The annual Westford Academy National Honor Society banquet and induction ceremony was held recently at the Westford Regency. Kevin O'Brien, President of the Tadmuck Chapter, was master of ceremonies for the event.

Following the dinner, Kevin and the other officers, Kerri Bowen, Vice President, Erika Ewers, Secretary, and Mital Shah, Treasurer, assisted Janet Bryant, National Honor Society Advisory with the induction of the 34 new members. The students inducted include: Meredith Clark, Jason Colangelo, Michael DiLeo, Stephanie Frost, Matt Garon, Sunil Mudholkar, Catherine Wey, Stacy Berenson, Matthew Cerrone, Rachel Cohen, Emily Ciampa, Jennifer Cutler, Katherine Dodson, Robin Dodson, Brian Drula, Angel Dunn, Anya Federowski, Jill Gendron, Christine Griffin, Brian Guzas, David Guzas, Allyson Kelley, Jennifer Kleimon, Michele Lynch, Faith Murach, Elizabeth Noonan, Kathleen O'Brien, Leah Pickren, Laura Schuft, Salamaan Shikari, Amanda Silva, Christopher Simoglou, James Stevens, and Larry Yang.

The Junior Awards were presented to the following members: Peggy Stolt, Scholarship, John Stephenson, Leadership, Jessica Shaw, Service, and Katelyn Rosa, Character.

The newly elected officers for 1994-1995 were inducted. They are Katelyn Rosa, President, Katie Hersey, Vice President, Jessica Shaw, Secretary, and Taran Jefferies, Treasurer.

Mrs. Bette Hook assisted by Mr. Alfred Wyman, a graduate member of the Tadmuck Chapter of National Honor Society, presented the following senior members with their book awards: Kevin OBrien, Kerri Bowen, Erika Ewers, Mital Shah, James McPhee, Nicole Thuotte, Heather Breen, Shana Brown, David Cerrone, Jonathan Cutler, Eric Duggan, John Flint, Susan Hess, Eileen Hintz, Kate Kazeniac, Jay Lapham, Crisin L'Esperance, Jill Lewis, Courtney MacDonald, Greg Marchand, Cynthia Mower, Amy Murphy, Nisha Narayanan, Sheila Priestly, Rebecca Rice, Alison Riley, Marguerite Sallet, Elizabeth Sparks, Amy Steiger, Scott Vlasak, Jessie Walthers, Joy Welsh and Courtney Yender.

Staff Appreciation Week

On April 18, staff members were greeted with a colorful balloon as a kick-off of the Staff Appreciation Week festivities. Activities included: drawings of gifts donated by local organizations and businesses, a catered Staff Luncheon served by parents, and desserts prepared by parents. Also, coffee and donuts to start the day compliments of Student Council.

Coordinators:	Patti Mason	Invitations for Staff Luncheon Centerpieces
	Patti Mason Katie Driscoll	Staff Luncheon (catered by Nashoba Valley High School)
	Katie Driscoll	Dessert

The following Freshmen parents supported the luncheon: Sandra Agnese, Linda Anastasia, Deborah Andresen, Juanita Antunes, Ann Atherton, Ann Ashford, Sandra Bailey, Karen Benedict, Suzanne Bourgeois, Mary Bowser, Christine Boyd, Merryl Brown, Cindy Buckingham, Nancy Byrne, Jo-Ann Willett, Doris Coraccio, Rosemary DeRosa, Elizabeth Diercks, MaryAnn DiStefano, Becky Doherty, Elizabeth Duncan, Tricia Eckel, Paula Ewers, Joanne Federico, Linnea Flint, Cindy Flohr, Elaine Francis, Lorraine Gaunt, Joan Gehrig, Cheryl Grant, Elizabeth Greenwood, Wanda Hall, Nancy Harrington, Marjorie Hicks, Valerie Hughes, Joan Kane, Catherine Karpinsky, Sharron Labbe, Diane Landry, Leslie Libby, Sharla MacLaren, Pat Maestranzi, Susan Mancuso, Carole McDonald, Joan McGuirk, Carol Morse, Janet Pohl, Kathy Pacsay, Karen Palma, Karen Pawlewicz, Eileen Poland, Emily Popolizio, Johanna Quinn, Pauline Ray, Judy Ross-Chandler, Sharon Salemme, Nancy Scroggins, Najmul Shikh, Roberta Shapiro, Maureen Smith, Martha Souza, Patricia Studer, Faith Sullivan, Judy Surette, Janice Thomas, Concetta Thuotte, Frayda Viera, Deborah Vigilant, Pat Wargocki, Beverly Welsh, Valarie Wilder, Patricia Yantosca, Ching-Yi Liang

The following parents served at the Luncheon: Patti Mason, Katie Driscoll, Becky Doherty, Frayda Viera, Gayle Terani, Tricia Eckel, Kathy Fellows

Local Businesses contributing gifts for the occasion included: Fit Together Aerobics, Card Cottage, American Video, Papa Gino's, Sweet Peas, Boston Chicken, Floral Arts, Photo Finish, Adeline's Dry Cleaners, Old Westford Candy Shop, Colonial Bakery, Teaching Toys, Westford Styling Center, Kimballs, Westford House of Pizza, Browse & Bean, Lynch Paint Center, The Westford Christmas Shop, Drew Farms Country Store, The Outlook Restaurant, at Nashoba Valley, Nabnasset Pharmacy, Brookside Hair Styling, The Westford Regency, Agresti's Restaurant

Two Staff Members Retire

Ralph H. Drinkwater, 34 years as teacher and Administrator and Richard A. Prescott, 30 years Science teacher and Science Department Head retired closing out a very successful careers at Westford Academy.

25 Years of Service - Westford Academy

The long tradition of awarding Westford Academy Captain's Chairs to Academy staff reaching the 1/4 Century mark included Cynthia Theriault, Eva Brown, and Principal Joseph F. Lisi.

BLANCHARD MIDDLE SCHOOL

Blanchard Middle School's second year has been filled with many exciting opportunities and challenges for our 750 sixth, seventh, and eighth graders. Blanchard students, individually and as members of our academic and athletic teams, have been recognized in many arenas for outstanding achievement - essay writing, music, sports, *Odyssey of the Mind*, and Math League, to name but a few.

Exploring the theme of "Community," the sixth grade this year learned what it means to be a part of a small group community (as part of our newly initiated advisor/advisee program), a school community, and the greater community of Westford. These students spanned the generations of the Westford community. Becoming "buddies" with first graders at Robinson and Nabnasset Schools, sixth graders exchanged letters and pictures and, during reciprocal visits, shared stories and games with their new friends. Senior Citizen Day was the culmination of a term's preparation, during which each sixth grade advisor/advisee group was responsible for one aspect of the day's events - making invitations, making placemats and place cards, preparing centerpieces, menu planning and food shopping, taking photos, or acting as greeters or tour guides. Students formally served a luncheon of soup and finger sandwiches, while other students serenaded the guests with instrumental pieces. Students then worked with each guest at the computer to create a computer art keepsake. Each advisory group put to use the interviewing skills they had learned in reading class to learn about the Westford of our guests' youth. The afternoon was capped off with a tour of the building and with each senior receiving a flowering plant specially grown for the occasion.

The highlight of the seventh grade's year was a four-day trip to the White Mountains. Students and staff in small groups met the challenges of the out-of-doors as they climbed mountains and learned the true meaning of trust and cooperation during this intensive program run by the Appalachian Mountain Club. A small group of students along with highly dedicated Blanchard teachers opted for even more challenge by participating in a hut-to-hut hike during the entire four-day experience. Those students who chose not to attend the overnight program participated in a number of activities based at Blanchard, including a tour of the Fletcher quarry, a field trip to Odiorne State Park in Rye, N.H., and a pumpkin-carving contest.

The eighth grade "hit the road" on a number of fascinating field trips. A visit to the Witch Museum in Salem supplemented a unit on superstitions and the Salem Witch Trials. A trip to Mystic Seaport in Connecticut laid the ground work for a unit of study and a project fair on life in the late 1800's. Field trips to the theater and to the Museum of Science added further enrichment to the academic demands and challenges our eighth graders faced this year.

Blanchard students demonstrated their talents and represented Westford proudly in many different areas this year. For the first time, Blanchard had three teams competing in the regional *Odyssey of the Mind* competition; and one of the teams, performing their version of *The Illiad*, went on to compete in the State meet. Our girls' and boys' basketball teams were undefeated, and both won league championships. Our Math Team, having advanced to a tougher division this year, finished a very close second. Our Holiday Concert, Recital Hour, Pops Concert, and exchange concerts with Ottoson Junior High in Arlington showcased the many talents of Blanchard's musicians. This year's production of *The Music Man* again played to four nearly full houses and to rousing applause.

The Education Reform Legislation of 1993 has established School Councils in each building, comprised of staff, parents and community members. The Blanchard School Council, with its three teachers, four parents, a member of the community, and

the Principal, has been hard at work this year participating in training on group dynamics, consensus building, defining the group's purpose, and establishing goals and objectives. The Council developed goals for the 1994-95 school year and incorporated them into a school improvement plan:

- Cultivating community support for the unique programs at Blanchard
- Cultivating school pride
- Challenging all middle school students.

Educators from across the Commonwealth have come to Blanchard Middle School to observe first hand the facilities and programs that are becoming widely known as exemplary. The staff and School Council will continue to explore ways of making an excellent middle school even better and to prepare Westford's adolescents for the challenges of the 21st century.

UPPER ELEMENTARY SCHOOLS

ABBOT ELEMENTARY SCHOOL

School Reform passed the legislature and a School Advisory Council was organized at Abbot School. Abbot School Council started with the following teachers and parents: teachers elected were Ruth Guild - Grade 3, Lucille Dadmun - Grade 4, and Lloyd Maranville - Grade 5. Elections held by PTO appointed parents Dini Healey-Coffin - Grade 3, Sue Flint - Grade 4, Alden Wood - Grade 5, and Marion Butler - Parent-at-large. The council accepted with regret Marion Butler's resignation in February due to work commitments. New teachers this year are Eric Ruhmann - grade 5 and Marjorie Nardini - grade 5 - appointed after the start of school due to increased enrollments. Librarian Sandra Kelley was appointed to service the Abbot half time.

Personnel

The following teachers served on town curriculum committees: Karen McKenna - Language Arts, Lucille Dadmun - Health, Jane Jurgeleit - Social Studies, Erik Ruhmann - Science, Lloyd Maranville - Math, Betty Chachus and Lloyd Maranville - Grade 5 Camp, Sue Peligian - Parent Conferences, Lloyd Maranville and Henry Leyland - Calendar Revision, Ann Kirk - Homework, Jan Stoddard - Computer, Peg Hebert - Staff Development, Ester Wikander - Assessment.

Curriculum

Staff participated in a number of workshops, courses and grants. All staff have attended workshops. Three early release days were arranged specifically for Abbot staff and these were Models of Teaching presented by Dr. Gower, Inclusion in Math by Beth Rodidi, and Inclusion and Reading by J. Brannock.

Authors Day again advanced writing skills of children - 410 children authored a book at their level of writing. Deborah Gould (published author) worked with the children and teachers. Mrs. Oliver presented grade 5 children in a spring production. Units from the National Geographic Telenet program were again utilized by grades 4 & 5. Children communicated their primary research through computers to other parts of

the US. In Health, Carol Sylla helped to enrich curriculum by introducing *Kids and Company*. Carol was provided by a grant through the assistance of Mrs. Donahue, Director of Guidance. Mr. Maranville, Mrs. Jurgeleit, and Mrs. Lyman piloted a new social studies series.

NABBOT PTO

The Parent Council provided support and funding for the following cultural events and field trips: more than 150 volunteers to help children and teachers, organized the month *NABBOT News*, organized the annual field day for all children, arranged a staff appreciation day, provided books for the libraries, and arranged enrichment programs.

The Abbot School continues to be a team of parents and teachers providing for the needs of students. Thank you parents and staff!

NORMAN E. DAY SCHOOL

School Opening

The 1993-1994 school year commenced on August 31. With the large number of new families and students to our school the New Student Orientation continued. This program provided an opportunity for students to receive a tour of the school, meet other new pupils, view a slide show of Westford and discuss what it was like to be new to the school. The final activity included the completion of a bulletin board with a map of the United States and each student identifying the state and town where they had previously resided. Newcomer coffees and tours were conducted for the new families by the PTO and school administration. Open House was held in the fall for all students and families to visit the school.

Community Involvement

The PTO provided numerous resources and curriculum extensions to our school. Enrichment programs included "I'm Special, You're Special", Zoomobile from Southwick Zoo, Native American Perspective, "Indian in the Cupboard" and many others.

To make the enrichment programs feasible, the PTO conducted School Store, Ice Cream Social, Pumpkin Fair, Market Days, Wrapping Paper Sale and Sports Sale. Service opportunities were provided for students through the Lunch Fund, Principals Scholarship Program, Grade Five Signature T-Shirt sale, Robinson/Day School Directory, and classroom Holiday Parties. The PTO also recognized the professional staff during American Education Week and National Teacher Appreciation Week.

Other participation included parents serving as guest speakers and presenters to our students. Handicap Awareness Month provided community members an opportunity to share their expertise on the conditions which physically and mentally challenge some of our neighbors. The specific areas identified were in Grade Three-Physical Disabilities, Grade Four - Thinking Disabilities and Grade Five - Learning Disabilities. .

Each classroom in the school also invited parents as volunteers to assist the students and teachers in a variety of tasks. Parents volunteered to instruct students in the Library and extend clerical assistance to children. Parents also served as chaperones on grade-level field trips. In October, parents were invited to serve on the initial screening committee, along with staff and administration, to search for a Grade Four teacher. Parents were also represented on committees reviewing the Parent/Teacher Conference format, Homework Study Committee, and "Promoting Challenge in the Classroom".

We thank all of the parents and community members who volunteered their time and efforts to enrich our school experiences and program.

Curriculum

This past year was the initial implementation of the Silver Burdett/Ginn language arts program in Grades 3-5. The program supports our literature approach with the development of literacy. The math curriculum continued to emphasize problem solving and making connections to "real life" experiences. The Day School Problem Solving Committee developed a student and teacher rubric which serves as an assessment tool to measure understanding, relevance and written expression of the problem-solving process. This alternative assessment was instituted during the school year. Teachers at each grade level also established open-ended questions relating to concept development in math.

Two programs were piloted to explore available social studies materials. The MacMillan McGraw/Hill program was adopted and staff were provided an overview to this program at an in-service session. The new program is consistent with the current social studies curriculum and places an emphasis on map skills, geography and an interdisciplinary approach to learning and teaching.

Students were surveyed to identify the activities which excited them most during the school year. Grade five students enjoyed: Building Bridges unit, "Who Really Discovered America" panel discussions, 5th Grade Camp, Invention Unit and Inventor's Fayre, Industrial Revolution project, Holocaust literature and Field Day. Grade four pupils enjoyed: Inventing new "Fabulous Firsts", Electronic Bookshelf, tangram puzzles, designing safety posters, adopting a manatee, storytelling unit, math enrichment packets, studying the solar system, and learning refusal skills. Children in grade three liked: long division in math, food chemistry, water measurement, reading, field trip to Southwick Zoo, plant growth and development, journal writing, cursive writing and poetry.

Student Activities

Students participated in School Meeting twice during the year. This activity included dividing homerooms into two groups and having students discuss respect for others, voting for playground equipment, plans for future School Meetings, ideas for spirit days and selection of a school slogan and mascot. Boys and girls were offered an after-school program for sports or foreign language (coordinated by the Roudenbush Community Center) and Odyssey of the Mind. Grade Five Leader's Club members met with Mr. Regan during the school year to discuss ideas and plan how to improve our school. All students participated in the Winter Holiday Music Program to recognize the many religious and cultural celebrations of the winter season. In May children were involved in the Memorial Day program. In the spring grade five students performed a musical presentation during the school day and in the evening for parents. Children entering our school as grade three students in the fall were oriented to the building by meeting their teachers, viewing their classrooms and receiving a tour of the building by

fifth grade pupils. Students entering grades four and five had "Move-Up Day" by meeting their teachers for next year and listening to some of the programs and activities planned for 1994-1995.

Recognition

In June all children attended the Awards Day program. Students were recognized in the following areas: good citizenship, participation in the Byam Mini-Marathon, academic fitness, perfect attendance, physical fitness and excellence in art and music.

At the Memorial Day program three grade five students were recipients of the Memorial Fund Scholarships. These included: Jessalyn Deveny receiving the Mary Ellen Bissonette Award for excellence in Physical Education; Lauren Cantos receiving the David M. Lemire Award for excellence in music and Mark Finn receiving the Derek R. Wisnowski Award for citizenship.

Each grade five student received a certificate at the Completion Ceremony held for all grade five students and their families. This recognized their successful completion of academic requirements in grade five. A reception was held in the school cafeteria following the completion activity. Sara Adams and Randy Groe received Principal Awards for their respect of others, responsibility, constructive involvement and positive communication.

Twice during the year the school staff recognized the valuable contributions of our volunteers. In late January a Volunteer Appreciation Week was held in the school thanking them for their efforts. In the spring an Appreciation Breakfast was held for all volunteers.

Future Plans

The student population at the Day School continues to increase. For 1994-1995 the school will be converting storage space into two classrooms and a Math and Science Center. An elevator is being installed adjacent to the front lobby for accessibility to the second floor. Our computer lab is being realigned with MacIntosh computers. The Apple computers will be disseminated to classrooms for greater use by students.

The Day School worked on specific goals during the past year. These areas were pursued through staff development efforts. The following will now be institutionalized within our school:

- Students will use an organizational skills binder to coordinate assignments, materials and time management
- Efforts will continue to instruct most special needs in classrooms with support of personnel from the resource room
- Teachers will use the rubric as an alternative assessment technique to evaluate student proficiency with open-ended math questions
- An interdisciplinary unit with the theme survival will be piloted in grade four during 1994-1995

A highlight of the past year was the advent of the School Advisory Councils. The Day School Advisory Council presented their improvement plan to the School Committee for approval and will assist the Principal for successful implementation commencing in the fall. Two other initiatives to be continued will be the pursuit of challenging all students and the use of technology in the classroom. Professional development opportunities will be planned with these two objectives in mind.

We look forward to another busy school year in 1994-1995!

PRIMARY ELEMENTARY SCHOOLS
NABNASSET ELEMENTARY SCHOOL

Special Year Round Events

Children participated in the following activities on a regular basis throughout the school year:

- Tuesday Banking: Students in first and second grade have savings accounts at the Lowell 5 Cents Saving Bank. They bring in their deposits every Tuesday morning.
- Contessa Felina: Mrs. Amy Babcock, a Nab parent dressed up as a black cat on the days with zeros (i.e. 10, 20....100). She visited each classroom with a song or poem and challenge estimation activity.
- Problem of the Week: Each week, December to June the children can participate in a school wide problem of the week. The problem is posted on Monday and the children turn in their proposed solutions by Thursday. The students receive a ribbons for their participation.
- Birthday Recognition: Mrs. Oliver sings Happy Birthday over the intercom to all students and staff who are celebrating a birthday each week. On the children's birthday, they come to the office to select a birthday wrist band.
- School Store: Michelle Bruno and Marlene Trout coordinated a very successful school store. The children shopped each Wednesday morning.

Special School Wide Events

- Open House: We had an amazing turnout. Everyone wanted to see our new roof!
- Black and Orange Day: The kindergarten children paraded in their costumes, but the rest of us dressed in black and orange. Leeny Seamonds came and told scary stories.
- Thanksgiving Feast: The children in first and second grade joined together to have a "healthy" feast. Parents came and served fruit, crackers and cheese to a roomful of hungry native American first graders and pilgrim second graders.
- Food Drive: The children and staff donated boxes and boxes of food for the Westford Food Drive.
- 100 Day: All the children in the school prepared a project made up of a 100 things. We wrote about what we would do with \$100, and collected 100 signatures. The children in first and second grade joined together for some special 100 day activities. The first graders brought a 100 things and the second graders helped to plan the activities. Everyone brought in pennies and between Robinson and Nab we raised about \$600 to send to a school in Simi Valley that was severely damaged by the earthquake.
- Young Authors Week: In May we celebrated Young Authors Week. All the children in the school published a bound book (lovingly crafted by parent volunteers). We had many visitors come to school to read stories and talk about how reading and writing was helpful in their jobs. The children also got a glimpse of the future of computers when Dave Serbun brought in his CD ROM. The author Jerry Pallotta came to talk to the children about how he gets ideas and autographed many books. The children were still writing ABC books when the school year ended. What an inspiration!
- Disability Awareness: Paula Bye coordinated with many parents a pre-first to second grade program on disability awareness.
- Field Day: Mary Caldeira coordinated a wonderful fun filled day. The children, parents, and even the teachers enjoyed all the activities. We had a great turn out for the picnic lunch.

Kindergarten Events

The kindergarten students began the school year with an orientation. They began school the following day. Mid September, all kindergarten students were screened by the special needs staff. Parents were notified of their children's performance. Kindergarten students were paired with second graders in a successful Pal Program. Each week the second graders and kindergarten students got together to read. The kindergarten students shared many excited thematic units this year. They studied the Native Americans, The Night Sky, Rain Forest, and Water. As part of their unit on the Night Sky, they took a field trip to the Christa McAuliffe Museum in Concord New Hampshire. The kindergarten students did a parent program in June, singing patriotic songs and marching to the sound of Mr. Duprey playing his trumpet. We had many parents involved as volunteers throughout the year, and Louise Marinilli coordinated the disability program.

Pre-first and First Grade Events

The main event in first grade this year, was the adoption of our new language arts program. The teachers spent much time and energy working together to develop a wonderful first year initiative. The children developed penpals with the sixth graders at the Blanchard School and two visits were made during the school year. During the year the first graders studied weather, and Mr. Devlin, a retired meteorologist, came and did a wonderful presentation for the children. We have adopted him as our official weatherman, and he has agreed to return each year. The children studied the ocean, took a trip to the New England Aquarium and did a delightful musical presentation on Whales, directed by Laurie Oliver. The children attended an assembly on not smoking, and a new safety program entitled "Kids and Company" was introduced.

Second Grade Events

The second grade students befriended their kindergarten pals and read to them throughout the year. They did a unit on apples and traveled to an apple orchard to learn about pollination and how to make cider. They wrote impressive reports on their ancestors, and watched caterpillars grow into butterflies, right in their classrooms. They traveled to the Butterfly Place, sponsored by the Westford Partnership. The second graders also traveled to the Worcester Science Center. The students participated in the Great American Mail Race, and received responses back from many states. The second grade class put on an impressive and enjoyable production, directed by Laurie Oliver called "Colors". The play was based on how we all kinds of people to make the world work.

NABBOT PTO Events

The PTO sponsored many fund-raisers and provided excellent enrichment programs and support to the school.

- Fund-raisers: Gift wrap and candy sale, Spaghetti Supper, Roller Skating parties, Book Fairs, Ice Cream Social, and Tee Shirts
- Enrichment Programs: Halloween Story Telling with Leeny Seamonds, Presentation to second grade on life in the colonial times, Bamidele Drummers and Dancers, Zoo Mobile, Tide Pool for kindergarten, and the author Jerry Pallotta

- **Special Touches:** The PTO supported the many creative initiatives and kind touches that go on during the school year: wonderful classroom parties, Kids Korner holiday shopping, Staff Appreciation pins and luncheons, assistance with materials for math and science resource center/software, a new printer for Mrs. McEvoy, and Field Day

Nabnasset School Council

The Nabnasset School Council members for 1993-94 were: Trudy Bortz, Jill Lyons, Co-chairs; Pam Flavell, Joyce Coughlin, Jean Rubinstein, Cindy Brown, Marge Hendricks, Rob Hartz. The council met 8 times during the year, and participated in 3 three training sessions with Chuck Christenson.

Inservice/Workshops

Staff participated in the following inservice and workshop presentations (moneys from inservice or special needs grants):

- Bill Tsimimos did a workshop on work together in teams
- All the kindergarten teachers attended the Lesley Kindergarten Conference
- Nutrition curriculum workshop arranged by Carol Sylla
- Diana Muzzuchi workshop on multiage classrooms
- Several teachers attended workshops and brought information back to share with the staff on: multiage, flexible grouping strategies, science in the classroom, inclusion strategies, ADD strategies for inclusion, and using paraprofessional in classrooms.
- A course was offered through the Northeast Consortium on The Writing Process for young children. Maureen White was the instructor.

(Several of these were done cooperatively with Robinson School.)

Grants

Nabnasset was the recipient of several grants during the school year:

- Massachusetts Electric: money to purchase materials for science materials on conservation.
- Digital awarded money to develop a Science and Math/Resource Center
- Department of Education Early Childhood Quality Network awarded Westford a grant to design a training program for kindergartens and preschool teachers on developmentally appropriate practices. This is a 2 year grant.
- Department of Education grant to fund a parent library at Nab and Robinson and develop a social skills curriculum.

COL. JOHN ROBINSON ELEMENTARY SCHOOL

In its second year as a primary building, pre-school through grade two, Robinson School was a place where children, staff, parents and community members worked together to promote a positive school climate. With the advent of School Advisory Councils, as designated in the 1993 Massachusetts Education Reform Act, additional energy and enthusiasm were realized.

Parent/Community Involvement

Following election of parent representatives: Tijen Eron, Ann Brady, Sheila Clapp and Andrea O'Neil by our PTO, selection of staff representatives: Barbara Callaghan Griesbach, Beverly Welsh and Janice Nickerson by the teachers and appointment of a community representative: Carol Herzog by the principal, the first of ten open meetings was held on October 12, 1993. Ann Brady was selected as the co-chair and oversaw school council activities with the principal throughout the year. Three evenings of training were provided by Educational Consultant Chuck Christensen, Ed.D. for all school council members systemwide. The first Robinson School Improvement Plan was presented to the Westford School Committee on May 23 and approved on June 6, 1994. The two major goal areas are: to increase media resources (printed, audio-visual and computer) and to enhance acceptance of diversity. In the fall, two steering committees will be established to oversee the two major goal areas. Parents, staff and community members will be encouraged to join the steering committees and four sub-committees to support the objectives during the first year.

Over 250 volunteers supported the efforts of the school, within classrooms, in the library, in the computer corral, on field trips, on field days and through the many efforts of the industrious PTO. The school continued to benefit from the presence of foster grandparents: Sabina Coleman (room 2), Irene Diette (resource room), Mary Nugent (room 3) and Lauretta Simard (room 5). Handicapped Awareness was continued with the enormous effort of parents again this school year. Karen Brigham organized the volunteers for the kindergarten overview. Irene Kershaw oversaw the coordination of all other grades with the assistance of Mary Hardigan for prefirst, Nan Alphen for grade one and Jeanne Janoch for grade two. Throughout the year, community and parent resources were continually utilized as guest speakers shared a trip, special knowledge, their career, etc.

Many newcomers streamed into Robinson School again this year. In mid-August following late summer registration, an additional class of kindergartners was added bringing the total number of kindergarten homerooms to 7 for the first time in Robinson School history. Our guidance department provided a special orientation for new pre-first through grade 2 students in the fall and assisted additional students as they entered throughout the year. By spring, we had 22 classes with a total population of 468 students and a staff of over 30.

The endless dedication of the PTO President, Mrs. Sharon Boonstra, the PTO officers and the many committee chairpersons was greatly appreciated. With the institution of a School Council, Robinson School continues to improve to meet the challenges of preparing students for success in the twenty first century.

Curriculum/Instruction/Communication

To keep up with the needs of today's instruction, curriculum adoptions continued. This year, primary teachers utilized the Silver Burdett Ginn Language Arts materials in conjunction with their grade-level literature collections. Two STC (Science & Technology for Children) science kits were added: Organisms in grade 1 and Balancing and Weighing in grade 2. Teachers piloted social studies materials from two companies. A new adoption of materials from Houghton Mifflin will be introduced to students in kindergarten through grade 2 in the fall.

The PTO Enrichment Committee provided curriculum affiliated enrichment programs throughout the school year. These included schoolwide monthly programs and one additional program for each grade level during the year. Susan Cantos, PTO Enrichment chairperson, wrote a grant which helped fund author-in-residence Deborah Gould, in early March. She worked with each homeroom on a grade selected

theme. Products of the week were displayed throughout the school and parents were invited to view the results. A special enrichment program was arranged in conjunction with Handicapped Awareness in late March.

Professional Development is a crucial part of school reform so staff can remain current. Valuable time was spent gaining knowledge of new materials and strategies during early release time, special training sessions and workshops. Mrs. Clark worked with staff representatives Patricia Rooney, Carol Zusin, Gail Wilson and Janice Nickerson to coordinate efforts and use of funds. Science and Technology training was provided at MEC (Merrimack Education Center) with Eisenhower Grant funds. With local funding, two sessions were provided for all staff on "Cooperative Discipline" and handbooks were purchased. Strategy Training on Inclusion was provided, thanks to funding from a special education grant. After awarding of an Early Childhood Quality Network Grant from the Commonwealth of Massachusetts, staff began the self-study phase to initiate the accreditation process by the National Association for the Education of Young Children. This effort will continue for the next year and provides training for pre-school and kindergarten staffs in the public primary schools (Robinson and Nabnasset Schools) and private pre-schools.

The alternating day kindergarten program has completed its second year and is no longer considered a pilot program. In addition to the traditional half day kindergarten classes, parents can indicate a preference for the Alternating Day Kindergarten, which is scheduled two full days and one half day each week. This year, there were two classes of alternating day students and the remaining five classes of students attended for five half days.

The latest addition to improved home-school communication came with the additions this year of a joint PTO-Robinson-Day monthly calendar and a more frequent PTO newsletter. The calendar was provided for each family on the first of each month. Pat Stark faithfully compiled, edited, copied and distributed the newest PTO newsletter called the Wednesday Word. Both efforts were positive steps toward keeping families informed on the numerous school happenings. Principals Clark and Regan continued to collaborate on a monthly school newsletter.

In late February, the elementary PTOs townwide funded a special evening with Stephanie Meegan, author of our new safety curriculum, "Kids 'n Company, Together for Safety". Additional materials will be purchased to support this curriculum thanks to the generosity of the Westford Newcomers and Friends. Ms. Carol Sylla, a health specialist who was funded this year through a Tobacco Tax Grant, spent part of each week for eight weeks working with staff and students at Robinson School. In grade 2, the focus topic was the new safety curriculum.

Conclusion

The year ended with a flurry of special events. The high point was when "The Circus" came to school in the form of the grade 2 play. Special wishes for good health and great happiness were extended to Mrs. Mary Surprenant grade 2 teacher, upon her retirement at the end of the school year.

SPECIAL EDUCATION

One-hundred and fourteen (114) children between the ages of 3 and 21 were referred for evaluations to determine eligibility for special education services under Chapter 766; and of these, seventy-one (71) were recommended for special education services. Of the one-hundred and fourteen (114) referrals, approximately one-half were made by parents; an indication that the parents in Westford are quite knowledgeable about their rights under Chapter 766. Westford's special education enrollment (12%) continues to be significantly lower than the State average (17%) and other comparable school systems. However, referrals to special education were up by twenty-four (24) this school year, a possible reflection of increased school enrollment. Pre-referral efforts continue to be strong at all schools where every effort is made to modify a child's program before making a referral to special education. We continue to foster the belief that all children can learn and that all children learn differently. Regular class teachers worked diligently with special needs staff learning to recognize individual learning styles of children and how to provide for their unique learning needs within their classrooms. Consequently, only children continuing to have learning difficulties after instituting programmatic modifications were referred to special education. Teachers found these same modifications useful with non-handicapped children as well. Our goal is to meet the individual needs of all children in Westford.

There were several special needs grants implemented this school year, totaling approximately \$165,000, which helped provide quality programming to handicapped students while not adversely impacting the school budget. Monies were utilized to fund a school psychologist, an occupational therapist, and three teaching assistants. In addition, private consultants, physical therapy services, and early childhood screenings were all funded with Federal monies to meet the individual needs of children. Additional monies made it possible for Westford's pre-school staff to provide monthly consultation and onsite visitations to private community based pre-school staff and parents in order to assist them with children who present a challenge. It is our hope that this outreach effort will allow the majority of children referred to remain within their regular pre-school programs without needing special education services. For the third year, grant monies were directed at providing regular education and special education teachers with strategy training to enhance their effectiveness in teaching heterogeneous groups of students. It is intended that this core group of professionals will be able to teach other teachers the specific s.

Westford's special education has worked closely with the State to become a program provider which allows us to seek reimbursement for services rendered to special needs children currently under Medicaid. This year we will receive approximately \$50,000 in Medicaid reimbursement. Finally, a parent of a special needs student wrote a grant to offer awareness training to parents. Although the State could not fund this grant for the first time in ten years, other grant monies were utilized to sponsor several lectures and discussions for parents.

Kindergarten screening was held in September and a total of two hundred and eighty-four (284) children were screened for learning disabilities at both the Robinson and Nahnasset Schools. Based upon the test results and cut-off scores of the Early Screening Inventory, all children passed; but eight children were identified for rescreening. Following rescreening, the staff met with the parents to recommend specific options for each child. In addition, it was determined that a number of children could benefit from monitoring which involved the special needs teachers, speech and language pathologists, and the occupational therapist observing these children in the classroom, and conferencing with teachers and parents throughout the

school year. Parents and staff support fall screening in lieu of spring screening, and agree that the additional five months of growth and development is beneficial to all the children.

Westford Public Schools continues to provide its own transportation for special needs children. We transport around sixty children daily to intown programs as well as to collaborative and private schools. Total savings by having our own transportation system for the past eight years approximates \$650,000. However, more important is the safety and service to the children. We are fortunate to employ dedicated and conscientious drivers, many of whom are parents of special needs children, who care for their charges as they would their own. Parents are very pleased with the quality of service provided by this program.

For the past several years, the Westford Special Education Department has worked hard promoting inclusion, which is the practice of educating each child in the school and classroom he or she would otherwise attend if not handicapped. We do not practice full inclusion or the belief that all handicapped students are best served in a regular classroom for the entire day. Instead, the amount of time a student is recommended for inclusion is based on the individual needs of the student and the availability of support services necessary to assist the regular class teacher in meeting the needs of the student. Both special needs staff and parents of handicapped children agree that many children can benefit from quality time in a resource room or in a speech/language setting. Federal monies were available to each school to provide training to regular class teachers in such areas as co-teaching with special needs staff, strategy training, classroom modifications, and individual student learning styles. Teachers reported significant advantages to the inclusion model for special needs students such as increased self-esteem, exposure to higher level thinking skills and a greater range of content, and improved motivation and behavior. However, teachers also reported a need for more planning time with special needs staff, more hands on materials, and more flexible scheduling. Additional grant monies will be available this coming school year to address these concerns and to improve the quality of inclusion services to all students.

Finally, having completed ten years as Special Education Administrator for Westford Public Schools, there have been many accomplishments of which to be proud. A full-day integrated pre-school program staffed by well trained and highly dedicated individuals who not only provide quality instruction to their own children, but offer a strong outreach program to community-based pre-schools in Town. Each summer we offer extended school programming to special needs children who staff feel would substantially regress if special education services were not made available. Many children from the surrounding communities are tuitioned-in, helping defray operating costs. As stated above, instituting our own transportation system for the past eight years has saved the Town needed monies which in turn have been redirected to enhance the quality of programming to special needs children in Westford. After ten years, we still have a very active and involved special needs parent advisory council who has funded many interesting and timely workshops for all parents. For the past three years regular class teachers and special needs staff have worked very hard developing effective inclusion models in each school. Their efforts have made it possible for special needs children to be successful in regular classrooms. However, our proudest accomplishment will occur when two severely handicapped students enter Blanchard Middle School this fall and attend public school for the first time. Parents and staff have worked hard all this past year to make this happen. We are all looking forward to their first day of school in Westford.

PLANT OPERATIONS

The School Department exhibited a very active maintenance and plant operations function during the 1993-94 fiscal year. One of the most significant developments was the appointment of a Plant Operations Manager to a joint Town/School Department position. Mr. Thomas Russell was hired to oversee preventive and corrective maintenance for all Town buildings. He is additionally responsible for providing oversight of all capital construction projects to school and municipal buildings. This joint Town/School venture will bring the benefits of consistent Townwide maintenance planning, and economics of scale to the plant operations function.

Numerous projects were completed at Westford Academy during the year. The most notable was the construction, at no cost, of a new athletic practice field behind the high school. Over the years, the limited playing fields have been heavily utilized, severely limiting our ability to rest and rehabilitate a particular field. The major part of the project involved earth removal and regrading. This was accomplished at no charge by trading the excess fill, which was mostly clay, for excavation services.

Perhaps the most unusual field related maintenance activity took place just prior to the Thanksgiving football game. Two weeks prior to the game, the football field was severely damaged from heavy rains and game activities. The field was unsafe for further use without major rehabilitation work. Thanks to the hard work of our maintenance staff and the donation of time and field tarps by Pierre Landry, grounds keeper for the New England Patriots, the field was restored to safe playing conditions for Thanksgiving.

Several smaller scale projects were also accomplished during the year at Westford Academy. The security alarm system underwent a complete replacement of components which was necessary because original components were no longer available for the aging system. During the spring, a pump chamber, servicing the school's septic system was replaced. The failure of the original equipment was again a function of age.

A new irrigation system was installed at the Blanchard Middle School. This project was accomplished primarily by the local college students that we employ during the summer to work on buildings and grounds maintenance. Also an improved venting system was installed for the acid neutralizing tank which receives some disposed chemicals from the science laboratories. This new venting was installed to deal with several complaints of odors in adjacent classrooms.

At the Nahnasset School, the roof was entirely removed and replaced during the late summer. For several years, the roof had been developing an increasing number of leaks partially due to vandalism of the existing rubber membrane roof. The increasing roof failures not only led to annoyance within the building, but also a negligible insulation factor which translated into a significant heat loss during the winter months.

Bids for the roof project were opened in early July and due to irregularities in information provided by the low bidder, all bids were rejected and a new bid process was undertaken. The necessary rebidding delayed the start of this project by approximately three weeks which meant that work was being done during the first several weeks of the school year. The Superintendent and Business Manager negotiated with the roofing contractor so that daily roof work would not begin until the afternoon. This minimized the impact on normal school operations and was accomplished at no additional project cost. Two layers of insulation were installed under a triple layer of bituminous roofing material providing the school with a water-tight, energy saving roofing system. The administration, staff, and students of the Nahnasset are to be commended for persevering despite the very warm days during the first several weeks of school and the ongoing roof project.

Projects leading toward compliance with the Americans With Disabilities Act were undertaken during the summer. Bathrooms were made handicapped accessible at the Abbot, Day and Nabnasset Schools. Plans were also being developed for the future installation of an elevator at the Abbot and Day Schools.

To meet the increasing enrollment, the former home economics room at the Abbot School was converted into two new classrooms. A permanent dividing wall was constructed and plumbing and heating work was necessary.

Some general painting, carpet replacement and driveway sealing took place at all elementary schools. Our custodial and maintenance staff work extremely hard in providing a clean, safe school environment for all students and staff.

SUMMARY OF FEDERAL PROJECTS

<u>FEDERAL GRANTS</u>	<u>BEGINNING BALANCE</u>	<u>INCOME</u>	<u>EXPENDITURES</u>	<u>ENDING BALANCE</u>
<u>PL89-313, Title I</u> Grant provides therapy for physically handicapped youth	- 0 -	16,800.00	15,740.40	1,059.60
<u>PL89-10, Chapter I</u> Grant provides tutorial & remedial help for fiscally disadvantaged.	204.57	32,541.00	35,497.01	(2,751.44)
<u>PL94-142, Title VIB</u> Grant provides elementary counseling & Special Needs Staff at secondary level.	2,186.88	118,944.00	113,961.05	7,169.83
<u>PL94-142, Early Childhood Screening/Support Services</u>	1,148.97	7,500.00	15,368.89	(6,719.92)
<u>Chapter 2 (Bal.)</u> Block Grant	4,318.84	12,794.00	7,805.61	9,307.23

FISCAL REPORT - JUNE 30, 1994

<u>ACCOUNT</u>		<u>BUDGETED</u>	<u>EXPENDED</u>
1100	School Committee	27,675	62,417
1200	Superintendent's Office	409,860	410,016
2100	Supervision	246,886	233,679
2200	Principals	800,815	776,272
2300	Teaching	8,499,474	8,496,814
2400	Textbooks	115,559	63,569
2500	Library	117,255	114,393
2600	Audio/Visual	36,828	37,308
2700	Guidance	613,271	606,588
2800	Psychologists	6,050	9,521
3200	Health	132,135	135,567
3300	Transportation	608,420	608,270
3500	Student Activities/Athletics	236,057	227,269
4100	Operation	937,760	974,956
4200	Maintenance	586,202	571,318
5200	Insurance	15,958	7,418
5300	Leasing	17,476	4,900
6200	Civic Activities	4,128	2,603
7000	Capital	0	0
8000	Reserve	0	0
9000	Tuition	336,238	378,762
	TOTALS	13,748,047	13,721,640

SCHOOL ATHLETIC FUND FINANCIAL REPORT

Balance July 1, 1993 (11,028.65)

Receipts

Ice Hockey	1,579.00
Football	20,695.20
Basketball - Boys/Girls	4,809.75
Wrestling	797.00
Gymnastics	690.65
Soccer - Boys/Girls	5,363.00
Field Hockey	628.00
Unclassified Fall Sport	293.00
Student Registrations	<u>31,095.00</u>

65,950.60

Expenditures

Custodians, Officials, Supplies Transportation, Etc.	69,466.36
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Balance June 30, 1994 (14,544.41)

SCHOOL CAFETERIA FINANCIAL REPORT

INCOME:

Federal Aid Received	\$ 48,943.85
State Aid Received	<u>15,822.94</u>
	\$ 64,766.79
Sales	425,658.74
Other	<u>5,997.97</u>
TOTAL INCOME	\$ 496,423.50

EXPENSES:

Labor	\$ 263,064.07
Food Purchases	190,432.34
Supply Purchases	15,956.35
Maintenance	3,664.08
Other	<u>3,735.18</u>
TOTAL EXPENSES	\$ 476,852.02

GRADUATION PROGRAM

PROCESSIONAL: "Pomp and Circumstance"

Elgar

CLASS MARSHALLS

John Stephenson, Michael Palmer

NATIONAL ANTHEM

Played by Westford Academy Band Students and Alumni
Blair Bettencourt, Director

WELCOME

David Myer, President

SALUTATORIAN

Heather Breen

HONOR SPEAKER ADDRESS

Cristin L'Esperance

SPECIAL PRESENTATIONS

Class Officers

David Myer, President
Elizabeth Cray, Secretary

Mital Shah, Vice President
Christopher White, Treasurer

CLASS SONG

"*This is the Time*" by Billy Joel
Senior Rock Ensemble

HONOR SPEAKER ADDRESS

Eileen Hintz

VALEDICTORIAN ADDRESS

Mital Shah

SENIOR RECOGNITION

Ralph H. Drinkwater

THE MOST WORTHY REPRESENTATIVES OF WESTFORD ACADEMY

Westford Board of Trustees - Mrs. Helena A. Crocker, Presentor

CONGRATULATORY REMARKS

Dr. John A. Crisafulli

PRESENTATION OF DIPLOMAS BY Westford School Committee

Dr. Gilbert Brown
Mrs. Linnea Flint, Chair
Ms. Laura Carrick
Mrs. Sharon Boonstra

Mr. Robert McCusker, Vice Chair
Mr. Richard Faherty
Mr. Paul Royte

WESTFORD ACADEMY ALMA MATER

Sung by Valerie Moore

To Thee, our Alma Mater dear,
We raise our voices high in cheer,
Our gratitude we would express
And pledge to thee our faithfulness.

Built high on Tadmuck Hill so fair,
By those whose mem'ry we revere,
She stands a beacon light for youth
To guide them in the way of truth

In field of battle and in peace
We strive thy glory to increase,
That ever shall dear Westford be
An emblem of fraternity.

Written by Pauline Ferguson Carisford '45
Music by J. Baptiste Calkin

Graduates and Guests Welcome to Sing

CLASS COLORS Maroon & White
CLASS FLOWER White Rose

RECEPTION FOR GRADUATES

Westford Academy Cafetorium
Hosted by Class of 1996

1994 GRADUATES

President: David Myer
 Vice President: Mital Shah

Secretary: Elizabeth Cray
 Treasurer: Christopher White

Stephanie L Anastas	Christina Marie Gaunt
Robert William Andrew	t John R. Gingras
t Susan Michelle Baillio	Andrew D. Godfroy
t Lauren Shana Bates	Mark E. Gollwitzer
t Julieann Bates	Matthew H. Gollwitzer
t Christian Michael Baxter	t Nathaniel D. Grachan
t Jill K. Beaulieu	Carrie C. Grafe
Amanda Marie Beck	Elaine Dee Greenwood
t* Kerri Ann Bowen	John Peter Greven
Paul Brazeau	Lisa Marie Guertin
t* Heather Ann Breen	Elizabeth Nicole Hajjar
t* Shana Evelyn Brown	Paul D. Hamel
t Cynthia Cadigan	t Mary Catherine Hanley
t Erin Teresa Callery	t Lauren Page Harman
Michael Carrington	t Bradley D. Harper
Jeffrey Daniel Caruso	t Kevin Matthew Hass
Alexander Benning Castner	Patrick G. Hassett
t* David Edward Cerrone	Shawn Patrick Hayden
Sarah Beth Chamberlain	Peter Nathen Hebenstreit
t Stephanie Marie Checchi	t Susan Diane Hess
Jennifer Carol Clark	t Jessica Claire Higgins
Brendan J. Clarke	t* Eileen Elizabeth Hintz
Laura Ann Coffey	t Jeffrey F. Hodge
t Jeffrey P. Corbett	t Kelley Jean Hogg
Elizabeth Ann Cray	** Daniel Huenebeck
Carrie Darling Cray	Donna M. Jencks
t Christopher R. Curtis	t Brenda Lee Johansen
t* Jonathan Drew Cutler	Brian Edward Joyce
Eric J. Damato	Thomas David Kane
t Bryony Lillian Darcy	Robert J. Kay
t Patrice L. Devanna	t* Kate Elizabeth Kazeniac
t Shawna B. Doherty	James Scott Kelleher
t Cary Jean Doherty	William Martin Kelly, Jr.
t Katherine Laura Doherty	t Janna Kathleen Knox
t Matthew M. Donahue	Thomas P. Knox
t Loren E. Doucette	t Tracy Ann Konfirst
t Derron Doucette	t* Cristin Megan L'Esperance
t* Eric Matthew Duggan	t Stacey Annette Lampros
Christian J. Eberiel	Christopher Edward Lane
Cristina Marie Eracleo	t* Jerome Justus Lapham
t* Erika Lynne Ewers	t Meredith Marie Lasna
t Scott W. Fabianek	Kristin M. Leary
t Heather Fagans	John P. LeBlanc
Buffy Ann Ferreira	t John H. LeDuc
** Rodrigo Ignacio Figueroa	t Michael David Lemire
t Marcy Day Fitzpatrick	t Sarah Marie Lewan
t Nicole Marie Fleury	t* Jill Marie Lewis
t* John David Flint	** Karin A.E. Linderholm
Stephanie Claire Fortin	t* Courtney C. MacDonald
Matthew David Freeman	Wendy Marie MacDonald
John Needham Fridrich	t Paula Jeanne MacLellan
Meagan Patricia Gagnon	t Keith R. Magnuson
	Edward P. A. Mangini, Jr.

t*	Jason A. Marcella	Allison Rohnert
t	Gregory D. Marchand	Nathan Roper
t	Rebekah K. Marchilena	Lily Rebecca Ross
	Brian David Marcinkowski	Aaron Alling Ryder
t	Thomas Robert Masterman	Marguerite Elizabeth Pia Sallet
	Katherina Anne Jeanette Maurer	Kerry Ann Sansone
t	Erin Conway McDonald	Ryan John Schuft
t	Julie Ann McElhiney	Mital M. Shah
t	Jennifer Ann McElmury	Justin Shaw
	Ian A. McGann	Ramona Shelvey
	Sarah Elaine McGlinchey	Philip Siegrist
t*	James Thomas McPhee	** Inge Wendeline Kathalijne Sluys
t	Jennifer Ann Menard	t Gwendolyn Loomis Smith
	Valerie R. Moore	Laurie Lee Snyder
	Christina Angela Mosscrop	t Amy Marie Socorelis
t*	Cynthia Ruth Mower	Eric J. Soltys
t	Matthew Vincent Mullarkey	t Keri Lynn Souza
t*	Amy Elizabeth Murphy	t* Elizabeth Ann Sparks
	Kevin Murphy	t Emily Joan Stader
t	Diane Alexandra Myer	David Christopher Stankard
t	David Edward Myer, Jr.	t Sarah Elizabeth Starbird
t*	Nisha Narayanan	t* Amy Chey Steiger
t	Melinda Ann Nekervis	Steven Christopher Sulouff
**	Sebastian Neusser	t Allison Elizabeth Taylor
	Nathalie T. Nguyen	t Melissa G. Therrien
	Daniel Paul Nobles	t A. Nicole Thompson
t	Michael Christopher Noonan	Brigette Moore Thomson
t*	Kevin M. O'Brien	t* Nicole Ann Thuotte
	Robert G. Cavalieri O'Hagan	t Justin Tiernan
	Jason Paul O'Rourke	Jill Erin Trask
t	Michelle Leigh Orr	David A. Vallance
	Mark D. Palermo	t Melanie A. Van Gemert
	Pamela Paquette	* Scott J. Vlasak
t	Michael John Parato	t Jacqueline Jean Walsh
t	Nancy Lee Paul	t* Jessie Cameron Walthers
	David Paul Pessotti	t Jeremy M. Ward
	Anna Camille Pickren	Karrianne Maria Waters
t	David Peter Poehler	Cynthia A. Weeks
t	Elizabeth Poulter	t* Joy Heather Welsh
t*	Sheila Joyce Priestly	t Christie L. Wentzell
t	Katherine M. Reardon	t Deborah A. Wheeler
	Brenda Suzanne Reeder	t Christopher David White
t	Lauren A. Reedy	t Lynne Ellen Williams
	Patrick Joseph Regan	t Gareth R. Williams
t*	Rebecca Lee Rice	t Michael D. Wrona
t*	Alison Riley	t* Courtney E. Yender
t	Kristen Ann Robitaille	

Class Advisors:: Mrs. Rigalli
Mr. Spadano

- t Trustee Scholarship
- * National Honor Society
- ** Honorary Diplomas

SENIOR AWARDS NIGHT RECIPIENTS

JUNE 2, 1994

SPECIAL AWARDS

AAU Award.....	Cristin L'Esperance, Mital Shah
Principal's Leadership Award.....	Cristin L'Esperance
Tandy Awards.....	Heather Breen, John Flint Eileen Hintz, Cristin L'Esperance, Mital Shah
D.A.R. Good Citizen Award.....	Mital Shah
American History Award.....	Mital Shah
Mass. Foreign Language Association.....	Mital Shah
Past President's Award	
Student of the Month Certificates.....	David Cerrone, John Flint, Paul Hamel Kelly Hogg, William Kelly, Cristin L'Esperance Paula MacLellan, David Pessotti, Sheila Priestly Elizabeth Sparks, Amy Steiger, Jeremy Ward, Christopher White
Eugene Ekstrand Memorial Peace Award.....	Alison Taylor
United States Air Force Academy Appointment.....	Nicole Thuotte
Yearbook Presentation to Alumni.....	Amy Steiger/Betsy Sparks
Westford Partnership Gift Presentation.....	W.A. Media Center
Don Mason Achievement Award	Christopher Curtis
Avis Hooper Roudenbush Service Awards.....	Jill Beaulieu, Heather Breen Shana Brown, Erika Ewers, Courtney MacDonald Nisha Narayanan, Kevin O'Brien, Jessica Shaw Amy Steiger, Scott Vlasak, Jessie Walthers

COMMUNITY AWARDS

F.A.M.E. Awards.....	Shawna Doherty, John Gingras Jay Lapham, Cynthia Mower, David Myer, Joy Welsh
Frederick S. Healy Legion Post 159 Award	John Leduc, Nicole Thompson
H.E. Fletcher Social & Athletic Club Award	Cristin L'Esperance, Michael Wrona
Westford Academy Alumni (Elva Judd Rollins)	Kate Kazeniac
Westford Academy Alumni(Charles Hildreth Award).....	David Myer
Westford Academy Alumni Special Award.....	Erin Callery
Westford Academy Boosters Awards.....	Brendan Clarke, Jonathan Cutler Stephanie Fortin, JohnGreven, Erin McDonald David Myer, David Pessotti, Alison Riley, Christopher White, Jeremy Ward
National Honor Society Awards.....	Kerri Bowen, Heather Breen Cristin L'Esperance, Kevin O'Brien
Student Council Leadership Awards.....	Cristin L'Esperance, Mital Shah Jessie Walthers, Christopher White
Westford Academy Faculty Award....	Heather Breen, Shawna Doherty, Sarah Starbird
Westford Academy Ski Team	Nancy Paul, Scott Vlasak, Jessie Walthers
Westford Arts Lottery Award.....	Scott Vlasak
Westford Garden Club Award	Sarah Starbird
Westford Junior Women's Club Award.....	Shana Brown, Kate Kazeniac Nicole Thuotte, James McPhee
Westford Lion's Club Award	Julie Bates, Jeffrey Corbett
Anne Marie Bergamini Bowman Memorial Award	David Myer
Charles E. McGregor Memorial Award.....	Justin Tierman
James Lehan Memorial Award.....	Gregory Marchand
Don Mason CIRRUS/Outing Club Award.....	Jay Lapham, Sarah Starbird

Dr. Lawrence Ross Memorial Award.....	Kerri Bowen
S.A.D.D. Awards.....	Kerri Bowen, Kate Kazeniac Courtney MacDonald, Nicole Thuotte
Westford Conservation Trust Award	Jessie Walthers
Westford Education Association Award.....	Rebecca Rice
Westford Firefighters Association Award.....	Kelly Hogg
Westford Kiwanis Award.....	Julie Bates, Erin Callery Brenda Johansen, Michael Lemire, Michael Wrona
Westford Newcomers & Friends Award.....	Rebecca Rice
Westford Police Association Award.....	Cary Jean Doherty, Kristen Leary
Westford Rotary Club Award.....	Stephanie Checchi, Sarah Starbird, Jeremy Ward
Westford Youth Soccer Association Award	Kristen Leary

SCHOOL AWARDS

Peer Counseling Awards.....	Heather Breen, Shana Brown, Stephanie Checchi Scott Fabianek, Nicole Fleury, Paul Hamel, Mary Hanley William Kelly, Sarah Lewan, Thomas Masterman, Rebecca Rice Kristen Robitaille, Kerry Sansone, Alison Taylor
Presidential Academic Fitness Award	Kerri Bowen, Heather Breen, Jeffrey Caruso Jonathan Cutler, Erika Ewers, John Flint Lauren Harman, Eileen Hintz, Kate Kazeniac Cristin L'Esperance, Christopher Lane, Jay Lapham Jill Lewis, Jason Marcella, Rebeka Marchilena Thomas Masterman, James McPhee, Cynthia Mower Amy Murphy, Nisha Narayanan, Kevin O'Brien Allison Rohnert, Mital Shah, Elizabeth Sparks Amy Steiger, Nicole Thuotte
Excellence in English.....	Mital Shah
Excellence in Drama	Paul Hamel
Excellence in Technical Theater.....	Heather Fagans
Excellence in Physical Education.....	Alexander Castner, Michelle Orr
Excellence in Child Development.....	Pamela Paquette Amy Steiger, Brigitte Thomson
Excellence in Foods.....	Eric Damato
Excellence in Science	Mital Shah
Excellence in Technology Education.....	Eric Damato
Excellence in Business Education-Dept. Assistant Award	Marcy Fitzpatrick Student of the Year Thomas Kane Accounting II Stephanie Fortin College Accounting Cristin L'Esperance, Jill Lewis Law Heather Breen, Jill Lewis Advanced Computers..... Christopher Eberiel Ryan Schuft
Excellence in Social Studies	Paula MacLellan, Kristen Robitaille
Excellence in Mathematics.....	John Flint
Excellence in Fine Arts	Scott Fabianek, Heather Fagans Diane Myer, Justin Tiernan
Excellence in Art Metals	Sarah Lewan
Industrial Arts - Merit.....	Matthew Donahue, Bradley Harper, Robert Kay
Library Service Award	Kelly Hogg
Quill & Scroll/Journalism.....	Jessica Higgins, Michael Lemire
Excellence in Foreign Language-French V.....	Eileen Hintz German III Eileen Hintz German IV Lauren Harman Spanish V..... Mital Shah
National Latin Exam Awards	Heather Breen, Mital Shah

Natinal Junior Classical League Honor Society.....	Kerri Bowen, Heather Breen
Stephanie Fortin, Courtney MacDonald, Mital Shah	
German National Honor Society	Shawna Doherty
Delta Epsilon Phi	

TRUSTEE AWARDS - Excellence in

Applied Arts.....	Jill Beaulieu
Art.....	Lauren Harman, Jason Marcella
Business Education	Thomas Kane
Computer Science.....	John Flint
English.....	Mital Shah
French.....	Cristin L'Esperance
German	Lauren Harman
Latin.....	Rebekah Marchilena
Math.....	John Flint
Music.....	Cynthia Mower
Physical Education	Alexander Castner, Michelle Orr
Science	John Flint
Social Studies.....	Mital Shah
Spanish.....	Mital Shah
Technology Education.....	Eric Damato

TRUSTEE AWARDS

1st Lt. Jeffrey Peterson Memorial Award	Jonathan Cutler
Abbot Award	James McPhee
Arthur Hildreth Award	Cristin L'Esperance
Barbara ParkhurstAward.....	Joy Welsh
Bertha Norris Hildreth Math Memorial Award.....	John Flint
Charles Hildreth Colburn Award.....	Cynthia Mower
Dr. Clarence Wright Science Award	Heather Breen
Fisher Family Memorial	Mital Shah
Forty Memorial Award	Jill Lewis
Gordon Seavey Communications Award.....	Eileen Hintz
Hoebelke-Blanco Memorial Award.....	Jeremy Ward
Julian Award	Erika Ewers
Karen McWilliams Memorial Award.....	Gwendolyn Smith
Mary Westcott Achievement Award.....	Melinda Nekervis
Nabnasset Boosters Club.....	Sheila Priestly
Richard Hall Award.....	Jay Lapham
Robert Shepherd Memorial Award	Kevin Hass
Ross-Hook Award.....	Nisha Narayanan
Stone Award	Lauren Harman
Technology Arts-Arthur Bailey Merit Award	Matthew Donahue
Westford Academy Art Club Award.....	Scott Fabianek
William C. Roudenbush Memorial Award.....	Kate Kazeniac, Jessie Walthers
Shields Memorial Award.....	Susan Hess
Thomas C. Pehrson Memorial Award	Nathan Roper
Daniel Provost Memorial Award.....	Justin Tiernan
Erin Goddard Memorial Award	Jennifer Menard
Steven B. Wright Award.....	Eric Duggan

Refreshments provided by the Westford Academy Home Economics Department

ENROLLMENT COUNTS

October 1, 1993

	<u>NAB</u>	<u>ROB</u>	<u>ABB</u>	<u>DAY</u>	<u>BLAN</u>	<u>W.A.</u>	<u>TOTALS</u>
<u>Grade</u>							
Pre-School		23					23
K	142	150					292
Pre-First	16	16					32
1	117	122					239
2	137	148					285
3		146	152				298
4		126	127				253
5		135	108				243
6			261				261
7			241				241
8			244				244
9				216			216
10				223			223
11				193			193
12				202			202
TOTALS	412	459	407	387	746	834	3245

HEALTH SUMMARY

<u>Physicals</u>		
# Grade Physicals		128
# Positive Findings Referred to Family Physician		16
# Students who had Physical by Private Physician		581
# Sport Physicals (Middle & High School)		305
# Sports Physicals by Private Physician		415
<u>Vision Screening</u>		
# of Failures referred to Private Physician		174
<u>Hearing Screening</u>		
# of Failures referred to Private Physician		59
<u>Postural Screening (grades 5 to 9)</u>		
# Screened by Dr. Watson		139
# To be Followed at School		57
# Referred to Private Physician		36
<u>Students Transported by Ambulance</u>		5
<u>Nurse-Pupil Conferences</u>		37,111
<u>Immunizations</u>		
DT		65
Polio		0
MMR		95
Flu		115
Mantoux		73
<u>Dental Program</u>		
# Students Eligible		794
# Students who Participated		125
# Referred for Dental Care		66
# Students with bee stings and severe allergies		62
# Asthmatics with inhalers @ school		129
# Students on daily medication		37

PER PUPIL EXPENDITURE COMPARISON

As in the past several years, we are providing the Town with a comparison of Westford's per pupil expenditures over the past few years with other area communities. This information is supplied by the State Department of Education and is based upon annual budget expenditures, thus the most recent data is for FY90.

	<u>FY90</u>	<u>FY91</u>	<u>FY92</u>	<u>FY93</u>
Concord	7179	7796	7975	8192
Bedford	7054	6800	7149	7513
Carlisle	6442	6394	6630	6934
Littleton	5876	5936	5747	6286
Acton	5304	5686	5949	5936
Wilmington	6656	5394	4701	5542
Andover	5025	5314	5144	5267
STATE	4972	5066	5031	5130
AVERAGE				
N. Reading	4849	4912	4791	4872
Billerica	5038	4916	4842	4847
Chelmsford	4348	4671	4605	4765
WESTFORD	4679	4730	4898	4710
N. Andover	4735	4933	4582	4666
Tewksbury	4740	4661	4747	4663
Reading	4669	5071	4574	4505
Groton	4779	5115	4741	4415
Tyngsboro	4123	4271	4358	4404
Dracut	4559	4267	3989	3978
STATE	4972	5066	5031	5130
AVERAGE				
WESTFORD'S RANKING	13th	13th	7th	11th
\$ DIFFERENCE WESTFORD TO STATE	-\$293	-\$336	-\$133	-\$420

OFFICE OF THE SUPERINTENDENT OF SCHOOLS

Dr. John Crisafulli, Superintendent Joy Shelton, Secretary to Superintendent	692-5560
Everett V. Olsen, Business Manager Judy Chaffee, Secretary to Business Manager	692-5563
Bookkeeping Office Barbara Martel, Bookkeeper Lorraine Hurley, Asst. Bookkeeper JoAnne DelPapa, PT Bookkeeper	692-5562
Dr. Kenneth DeBenedictis, Asst. Supt for Curriculum/Instruction Shirley Mantone, Secretary to Asst. Supt.	692-5561
Dr. Kevin Dwyer, Administrator of Special Education Joan Chipchak, Secretary to Administrator	692-5565
Dr. Jane Coleman Williams, School Psychologist Cathleen Estep, Team Chairperson Carolyn Winters, Secretary/Receptionist	

SCHOOL COMMITTEE

Linnea Flint, Chair	Term expires 1996
Robert McCusker, Vice Chair	Term expires 1995
Steven Brierley, Secretary	Term expires 1994
Gilbert Brown	Term expires 1996
Laura Carrick	Term expires 1995
Harry Manuel	Term expires 1994
George Murray	Term expires 1994

Compiled and Edited by
Superintendent's Office
for the
WESTFORD SCHOOL COMMITTEE

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

The NVTHS serves the Towns of Chelmsford, Groton, Littleton, Pepperell, Shirley, Townsend and Westford.

DISTRICT SCHOOL COMMITTEE

Stratos Dukakis	Chelmsford
Charla Boles, Chairperson	Groton
Irene Machemer	Townsend
Doug Morin	Westford
Samuel Poulten	Chelmsford
Robert Union, Secretary	Westford
Susan Carr	Chelmsford
Augustine Kish, Vice Chair	Littleton
Joan O'Brien	Westford
Gary Ricard	Pepperell

ALTERNATES

Harvey Atkins, Jr.	Littleton
Stephen Dunbar	Townsend
Heidi Shultz	Shirley
Marcia Melanson	Groton
Thomas Carey	Chelmsford
Leo Dunn	Westford

SCHOOL COUNCIL

Nancy Antos	Parent
Richard Bye	Parent
Joseph Goldstein	Teacher
William Lekas	Teacher
Cindy Martin	Parent
David McLaughlin	Administration
Patrick Meile	Teacher
Len Olenchak	Business
Matthew Richard	Student
Thomas Ryan	Teacher
Sharon Shanahan	Parent
Barbara Sherritt	Parent
Daniel Toombs	Community
Andrea Whalen	Student

ADMINISTRATION

Fred H. Green	Superintendent-Director
David McLaughlin	Assistant Director/Principal
Victor Kiloski	Academic Curriculum Coord
Paula Page	Special Needs Coordinator
Ralph Dumas	Business Manager

MISSION STATEMENT

The mission of Nashoba Valley Technical High School is to provide the highest quality academic and technical education possible to prepare our students for their future success in a technical world.

Nashoba Valley Technical High School was founded in 1965 by the Towns of Chelmsford, Groton, Littleton and Westford to provide an opportunity for vocational education for the students of this area. The school opened in 1969 with nine vocational areas (shops) and an enrollment of 255 students. By 1979, the Nashoba District expanded to incorporate the three additional Towns of Shirley, Pepperell and Townsend. Having outgrown the original facility, Nashoba expanded as well, and opened in 1980 with an enrollment of 771 students.

The Nashoba Valley Technical High School enrollment, as of October 1, 1994 is as follows:

Chelmsford	101
Groton	32
Littleton	23
Pepperell	96
Shirley	68
Townsend	72
Westford	52
Tuitioned	39
School Choice	36
Total	519

Nashoba Valley Technical High School is accredited by the New England Association of Schools and Colleges, Inc. and provides its students with on-the-job training, saleable skills, a co-op program, a high school diploma, a trade certificate, an opportunity for further education and job placement.

Each year, qualified seniors may elect to take advantage of our Cooperative Training Program which allows senior students to work in industry or business and receive valuable training in their chosen fields as well as wages.

The following programs are offered at Nashoba Valley Technical High School:

TECHNICAL PROGRAMS

Auto Body Repair	Graphic Arts
Automotive Technology	Horticulture/Landscaping
Carpentry	Machine Tool Technology
Culinary Arts and Baking	Medical Occupations
Data Processing	Metal Fabrication & Welding
Drafting Technology	Painting & Decorating
Electrical Technology	Plumbing & Heating
Electronics	

Freshmen explore all vocational areas before making a final vocational selection mid-way through their first year. This exploratory program enables students to make realistic choices, reflecting their needs, interest and abilities. Students who remain in their selected shops for their remaining three years at Nashoba Tech and complete required core competencies receive a trade certificate in addition to their diploma.

Instruction is divided between the vocational and the academic areas. Students spend alternating weeks in academic and vocational classes. The academic areas consist of the following:

ACADEMIC PROGRAMS

<u>Mathematics</u>	<u>English</u>	<u>Science</u>
Algebra I,II	Composition I-IV	Biology
Computation I,II	Literature I-IV	Applied Biology
Plane Geometry	Tech Prep	Principles of Technology I,II
Applied Math I, II	Applied Communication	Chemistry
Business Math	Special Education	Applied Chemistry
Trigonometry	<u>Social Studies</u>	Environmental Science
Consumer Math	Civics	Special Education
Special Education	Geography	<u>Computer Applications</u>
<u>Physical Education</u>	US History I, II	Keyboard Skills
<u>Health Education</u>	Entrepreneurship	Computer Basics
<u>School to Work Transition</u>	Special Education	Computer Applications I,II,III

Supportive services are provided for those students entering Nashoba Tech with special needs. Remediation is also available for those who require learning on a more individual basis.

To qualify for a diploma from Nashoba Valley Technical High School all students must complete

Four years of English Composition	Three years of Social Studies	Two years of Health Education
English Literature	Science	Computer Applications
Mathematics		
Physical Education		
Vocational Program		

TECH PREP

The Tech Prep program parallels the College Prep course of study and presents an alternative to the general education program. It prepares students for high skill technical occupations and allows either direct entry into the workplace after high school graduation or continuation of study which leads to an associate degree in a two year college. It presents a rigorous body of knowledge in a contextual setting and relates it to personal or social situations relevant to the workplace. The Tech Prep program integrates academic and occupational subjects, placing heavy emphasis on articulation from secondary to post secondary education. To date, Nashoba Tech has articulation agreements with Middlesex Community college, Johnson & Wales University, Essex Agricultural and Technological Institute, Wentworth Institute of Technology, Franklin Institute, Hesser College, and New Hampshire College.

ATHLETICS

Athletics, as part of the overall high school program, includes the following:

Baseball	Basketball	Cheerleading	Cross Country
Football	Golf	Ice Hockey	Soccer
Softball	Track & Field	Wrestling	Weight Training

Varsity, junior varsity and some freshmen teams are available for students participation. There are NO USER FEES required for any sport thus insuring that cost does not exclude any student. Nashoba also has a no cut policy giving more students the opportunity to participate.

Nashoba provides as array of **extra curricular activities**:

Annual Ski Trip	Open House
Class Activities	St. Trip/Banquet
Dances	Yearbook
Field Trips	Student Council
Homecoming	Students Against Drunk Driving (SADD)
Junior/Senior Prom	Student Mentor Program
Mentor Program	Student of the Month Recognition
National Honor Society	State Outstanding Student Program
Vocational Industrial Clubs of America (VICA)	

Adult and Community Education

Nashoba Valley Technical High School's Adult Education Program is open to anyone of high school age or over. A variety of evening classes in technical, academic and special interest courses are offered. This year 1500 students will have enrolled in our Adult Education Programs.

Originally founded as a vocational education facility, Nashoba Valley Technical High School Continues to provide the residents of the district an opportunity for technical training and educational advancement.

Philosophy

The philosophy of Nashoba Valley Technical High School is to provide an educational facility for residents of the district, where they will receive occupational training, academic education and cultural enrichment which will assist them in developing their potential and contribute to their becoming productive members of society.

Our basic objective is to provide an education for all students with skills suitable for immediate employment. It is the aim of the school that students become self-reliant, responsible citizens, having pride in their vocations, showing concern for others and an awareness of the world in which they live.

The School provides the students with academic skills necessary for success in pursuing continuing and higher education. Students are encouraged to enroll in courses necessary for success in higher education.

Our philosophy provides educational opportunities for area adults seeking to change their vocation, to upgrade skills in their current field, and/or to pursue recreational activities.

Nashoba Tech provides for the individual concerns, abilities, capabilities of all students by using various instructional methods, material and programs.

Administration, staff, district residents, advisory committees, students are involved both formally and informally in identifying challenges and changes within the industrial technology field.

SOLID WASTE COST CONTAINMENT COMMITTEE

In the Spring of 1994, the Solid Waste Cost Containment Committee (SWCCC) was formed by the Selectmen as a result of the skyrocketing costs of solid waste disposal. At May Town Meeting, the Finance Committee recommended that the solid waste disposal budget be capped at \$871,050.00. The Townspeople agreed. It became the charge of the SWCCC to find ways to make up the \$79,050.00 difference between the new budget and the projected costs of \$950,100.00.

By the Fall of 1994, the SWCCC had put the following programs into place:

1. Effective October 1, 1994, curbside recycling was mandated. Since Westford paid a per ton cost for the burning of its trash, but paid a lump sum amount for the disposal of its recyclables regardless of the amount, the Town could only benefit by diverting glass, plastic, tin and aluminum containers from the trash barrel to the recycling bin. The change from voluntary curbside recycling to mandatory brought the Town into compliance with State regulations which ban certain recyclables from being burned at the incinerator. It also increased our recycling tonnage by twenty-five percent (25%).

2. Effective October 1, 1994, Westford instituted a \$5.00 bulk waste collection sticker on bulk items put out for trash pick up. Bulk items are large or heavy items which are not usually found in a resident's weekly trash such as furniture, bikes, etc. The \$5.00 is used to offset the cost of disposing of such articles. In addition, it encourages residents to donate bulk items for reuse rather than putting them in the trash.

3. The Town Manager has arranged to divert Westford's overflow trash tonnage to the Town of Bedford. As a member of the North East Solid Waste Committee (NESWC), the Town of Westford is required to send a certain amount of trash to the incinerator each year. This Guaranteed Annual Tonnage (GAT) must be paid for whether it is delivered or not. Since Westford is running approximately 900 tons over its GAT, and Bedford is delivering less than its GAT, the diversion saves both towns money by splitting the costs.

The SWCCC has tried to devise alternatives which will save money for the Town, without creating a burden for its residents. The Committee remains intact and ready to look into more alternatives as the need arises.

Respectfully submitted,
The Solid Waste Cost Containment Committee

Wendi Foley, Chairperson
Mickey Crocker
Judy Culver
Gerry DiBello
Michael Ingalls

Peter Meadows
Evan Schapiro
Victor Weisenbloom
Jack Wrobel
Steve Young

TAX COLLECTOR'S REPORT
JULY 1, 1993 - JUNE 30, 1994

<u>BALANCE</u>	<u>COMM.</u>	<u>COLLECTIONS</u>	<u>ABATEMENTS</u>	<u>REFUNDS</u>	<u>TAX LIENS</u>	<u>TOTAL</u>
PRIOR TO 1989						
		211,488.73			6,986.53	195,514.80
			8,987.40			
1990						
RE	39,335.25	7,090.94		5,117.21	27,127.10	
PP	6,139.48	214.90			5,924.58	
EX	15,614.32	1,453.61			14,160.71	
BT	454.00				454.00	
1991						
RE	39,793.41	16,259.61		13,711.92	9,821.88	
PP	3,942.27	982.35			2,959.92	
EX	17,232.13	4,013.25			13,218.88	
BT						
1992						
RE	315,351.59	138,005.89		4,101.09	8,845.79	
PP	10,084.59	5,708.09		43.92	230.41	
EX	17,940.72	11,219.94		1,190.93	752.52	
BT	283.00					
1993						
RE	1,382,928.66	1,072,692.99		195,197.60	363,710.68	
PP	46,404.08	20,920.82		7,581.73	7265.62	
EX	215,633.23	217,000.20		17,493.75	9636.60	
1994						
RE	18,233,569.00	17,504,327.59		151,005.77	86,957.70	
PP	412,341.00	384,421.31		462.52		
EX	971,371.50	904,011.85		29,410.28	7,972.53	

VETERANS' SERVICES

Chapter 115 of the General Laws of the Commonwealth of Massachusetts provides for mandated services and benefits to veterans and their dependents. The District Office of the Department of Veterans' Services serves the Towns of Westford and Chelmsford.

For FY 1994, \$55,121 was expended in Westford on financial and medical assistance to eligible needy veterans, as authorized by the state Office of the Commissioner of Veterans' Services. Seventy-five percent (75%) of that amount is reimbursed to the Town by the Commonwealth. In Westford, 18 cases were administered benefits through this state-mandated program, averaging 6-10 open cases per month.

As the Veterans Service Officer, federal benefits and programs have been administered through the U. S. Department of Veterans' Affairs (V.A.). Claims for compensation, pensions, medical care, home loans and educational benefits have accounted for an increase in federal benefits cases. In FY '94, six claims for Federal Benefits were filed resulting in awards totaling \$40,355.00.

The District Office of Veterans' Services relocated to Old Town Hall, Chelmsford Center, to better accommodate the veterans of Westford as well as Chelmsford. The Town of Westford shares 40% of the operating costs of the District Office. An unpaid Veterans District Advisory Board represents the Veterans of the Towns.

In addition to providing assistance to needy veterans, Veterans' services includes burial assistance, referrals to jobs programs, housing, food and fuel assistance. The Director of Veterans' services participates with the Massachusetts and Middlesex County Veterans Services Agents Association, serves as liaison to the Chelmsford-Westford Veterans Council, and has been appointed to the Commissioner's Housing Advisory Board and the Greater Lowell Alzheimer's Association Board of Directors.

The Department of Veterans' Services has been greatly assisted by the membership of the Westford posts of the American Legion, Veterans of Foreign Wars, and Disabled American Veterans.

A major goal of 1995 will be to expand the availability and access to health care for the Town's veterans, especially geriatric services to our growing elderly veterans populations. Outreach to veterans suffering from Persian Gulf Syndrome and Agent Orange will continue to be of concern.

The Board of Selectmen and the Town Manager have been very supportive of these endeavors and we thank you for your efforts on behalf of the Town's veterans.

District Advisory Board

Chelmsford

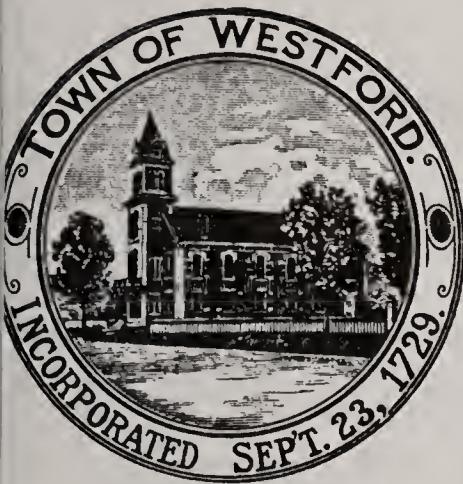
Harry Silveria
Paul Douglas
Anne Jensen
Arthur Santry
Walter Hedlund
Richard Saladino
Al Sherburne
Claire Norton

Westford

Brian Vaughn
Wilbert Vaughn
Roderick Maclellan
Michael O'Connor
John Holmes
Bette Hook
Jeff Dean

Respectfully submitted,

William L. Hahn
Director
Department of Veterans' Services



TOWN OF WESTFORD WATER DEPARTMENT

Warren Sweetser, Superintendent
Harold Fletcher, Sr. Commissioner
Walter Marcella, Commissioner
Leslie Thomas, Commissioner

ANNUAL REPORT FY94

RECEIPTS:

WATER RATES	1,088,236.47
SERVICES & MISCELLANEOUS	34,730.14
INTEREST	328.56
WATER LIENS	11,845.30
GUARANTEED DEPOSITS	129,961.10
LESS REFUND	<u>(172.06)</u>
	\$1,264,929.51

EXPENDITURES:

WAGES & SALARIES	276,109.56
MAINTENANCE & OPERATION	424,668.94
COPY MACHINE	5,998.00
NEW CAR	12,950.00
COMPUTER	2,300.00
STORAGE SHED	6,770.00
METER REPLACEMENT	31,449.28
COTE STATION	9,476.38
OVERFLOW PIPES	7,650.00
PUMP TEST NEW WELL SITES	3,323.66
OAK STREET-CHESTNUT STREET	4,510.40
TELEMETRY	2,240.91
MASTER PLAN ENCUMBERED	10,237.44
MASTER PLAN IMPLEMENTATION	4,020.98
AUTOMATED BILLING	16,500.00
POMERLEAU WELL TESTING	3,880.00
ZONE II WELL TESTING	10,409.34
WATER MAIN PROJECT FY94	437,018.25
LOAN PAYMENT	60,000.00
INTEREST	4,410.42

REPORT OF THE WATER DEPARTMENT
SUPERINTENDENT
FOR THE YEAR ENDING DECEMBER 31, 1994

NUMBER OF GALLONS PUMPED:

JANUARY	31,470,380
FEBRUARY	29,665,440
MARCH	33,193,760
APRIL	30,166,570
MAY	29,799,657
JUNE	60,552,890
JULY	67,904,410
AUGUST	51,844,795
SEPTEMBER	41,736,190
OCTOBER	32,311,680
NOVEMBER	30,392,020
DECEMBER	28,454,270
TOTAL	467,492,062

LARGEST DAY	JULY 27, 1994	4,254,330 GAL.
LARGEST WEEK -	JULY 17-23, 1994	17,599,380 GAL.
AVERAGE DAILY CONSUMPTION		1,280,800 GAL. PER DAY

NUMBER OF HYDRANTS	671
MILES OF WATER MAIN	88 MILES
NUMBER OF ACCOUNTS	4,951
NUMBER OF SERVICES	4,236
SERVICE RENEWALS	10
WATER MAINS INSTALLED	17,695 FT
HYDRANTS INSTALLED	36
WATER MAIN BREAKS	8
SERVICE LEAKS	15
NEW SERVICES	109

Respectfully submitted,



Warren Sweetser
Superintendent

ACCOUNTS TO BE CARRIED FORWARD:

STORAGE SHED	33,230.00
OAK ST-CHESTNUT ST	1,323.62
OAK HILL RD	4,168.47
AUTOMATED BILLING	3,500.00
POMERLEAU WELL TESTING	3,120.00
ZONE II WELL TESTING	4,590.66
WATER MAIN PROJECT FY94	104,846.75

WATER SURPLUS ACCOUNT:

BALANCE 6/30/93	306,310.84
EXPENSE SURPLUS	+ 111,494.27
REVENUE OVER PROJECTION	+ 239,929.51
FUND BALANCE APPROPRIATED	<u>(124,042.57)</u>

BALANCE 6/30/94 533,692.05

Respectfully submitted,

THE BOARD OF WATER COMMISSIONERS

Walter Marcella
Leslie A. Thomas

Harold Fletcher
Walter Marcella, Chairperson
Leslie Thomas, Secretary
Harold Fletcher

WESTFORD ARTS COUNCIL

The Westford Arts council (WAC) is responsible for inviting, reviewing and approving grant applications from area artists and arts related organizations. Funds available for the grants are allocated to WAC by the Massachusetts Cultural Commission.

In 1994 the WAC received 25 grant applications requesting \$13,000.00 in funds. The WAC approved all or partial funding for nine (9) applicants awarding a total of \$5,518.00 allocated by the state. These included:

Westford Academy
Blanchard Middle School
Day/Robinson Elementary School
Nabnasset/Abbot Elementary School
Westford Senior Center
Westford Against Substance Abuse
Westford Regional Art Event
Scholarships

Respectfully submitted,

Geraldine M. Beck
Kathy Doucette
Andrew Kusmin
Jan Rice
Eileen Seamonds
Jonnie Walker-Rohs
Cecile Glendening



Telephone: 692-5518

Town of Westford

Finance Department
55 Main Street
Westford, Massachusetts 01886

Honorable Board of Selectmen
Town of Westford
Massachusetts 01886

Honorable Selectmen:

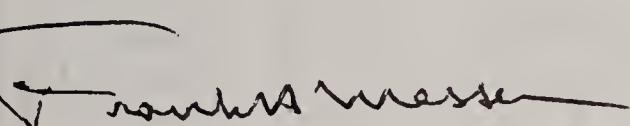
In accordance with the requirements of the Massachusetts General Laws, the Annual Financial Report of the Town Accountant for the Town of Westford, Massachusetts, for the fiscal year ended June 30, 1994 is herewith submitted.

The data represents a fair and accurate presentation of all material aspects of the Town's financial position and results of its operations. Disclosures necessary to enable the reader to gain an understanding of the Town's financial affairs have been included.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue. The same information was used to prepare Schedule A.

An audit of the Town's financial records by Melanson, Greenwood and Company, P.A., Certified Public Accountants has been completed and the results of that audit are available in my office for public inspection. The books of the Town are also open for public inspection during normal business hours.

Respectfully Submitted,


Frank H. Messer
Finance Director

TOWN OF WESTFORD
 COMBINED BALANCE SHEETS -
 ALL FUND TYPES AND ACCOUNT GROUP
 JUNE 30, 1994

GOVERNMENTAL FUND TYPES		FIDUCIARY FUND TYPES		TOTALS (MEMO ONLY)	
ASSETS	SPECIAL REVENUE	CAPITAL PROJECTS	TRUST & AGENCY	GENERAL LONG TERM DEBT	ACCOUNT GRP
Cash and Investments	7,652	735,505	554,303	901,856	770,121
Investments					5,934
Receivables:					
Property taxes & excise	2,153,651	279,806			2,153,651
Charges for services	162,599				279,806
Street Improvements	26,304				162,599
Departmental	(64,429)				26,304
Provision for Abatements		112,192			47,763
Amount to be provided for accumulated sick leave					714,040
Amount to be provided for the retirement of long term debt					0
Total Assets	2,285,777	1,015,311	666,495	907,790	17,803,700
<hr/>					
LIABILITIES AND FUND EQUITY					
Liabilities:					
Warrants Payable	298,215	72,510	40,351	43,789	454,865
Accrued Liabilities	639,425	32,268			671,693
Other Liabilities	64,966	51,351		159,822	276,139
Deferred Revenue	2,081,406	279,806	112,192		2,473,404
Accrued Vacation and sick leave					714,040
General obligation bond payable					17,803,700
Total Liabilities	3,084,012	435,935	152,543	203,611	18,517,740
FUND BALANCES:					22,393,841
Reserved for encumbrances	163,887	154,780			318,667
Reserved for endowment					330,560
Unreserved/undesignated	(962,122)	661,025	513,952		586,474
Retained earnings		533,692			533,692
Total Fund Equity	(798,235)	1,349,497	513,952	704,179	0
Total Liabilities & Equity	2,285,777	1,785,432	666,495		18,517,740
<hr/>					

TOWN OF WESTFORD
Revenue Summary
FY 1994

GENERAL FUND REVENUE (FUND 0100)	
Taxes (Net of Refunds)	
Real Estate 1994	17,507,543
Real Estate 1993	(90,927)
Real Estate 1992	56,968
Real Estate Prior Years	22,667
 Total Real Estate	 17,496,251
 Personal Property 1994	 378,970
Personal Property 1993	5,364
Personal Property 1992	70
Personal Property Prior Years	1,540
 Total Personal Property	 385,943
 Tax Titles	 145,908
Motor Vehicle Excise 1994	905,693
Motor Vehicle Excise 1993	294,613
Motor Vehicle Excise 1992	9,033
Motor Vehicle Excise Prior Years	10,236
 Total Motor Vehicle	 1,219,575
 Penalties & Interest R.E. & Pers	 70,594
Penalties & Interest Motor Vehicle	7,010
 Total Penalties & Interest	 77,604
 Other Taxes - Hotel/Motel Excise	 133,251
In Lieu Of Taxes	29,489
 Total Taxes	 19,488,022
 Charges For Services	
Fees - Cable Franchise	2,342
Fees - By-Law Enforcement	680
Fees - Planning Board	59,938
Fees - Maps & Data	624
Fees - Conservation	350
Fees - Board of Appeals	3,750
Fees - Zoning Manual	413
Fees - Lien Certificates	49,970
Fees - Street Listing	80
Fees - Registry M.V.	28,300
Fees - Town Clerk	9,691
Fees - Tax Redemption Charges	268
Fees - Town By Laws	122
Fees - Demands	23,549
 Total Fees	 180,076

TOWN OF WESTFORD
Revenue Summary
FY 1994

GENERAL FUND REVENUE (FUND 0100)

Departmental - School	2,290
Departmental - Cemetery	10,881
Departmental - Police	17,706
Departmental - Fire	341
Departmental - Concord Rd License	8,000
Departmental - Sealer Weights & Msr.	1,764
Departmental - Restitution to Town	40,088
Departmental - Other	34,178

Total Departmental	115,248
--------------------	---------

Total Charges For Service	295,324
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Licenses and Permits

Auction License	120
Common Victuals License	1,290
Alcohol Beverage Licenses	44,067
Class II License	455
Sunday Enterth License	30
Video License	1,440

Total Licenses	47,402
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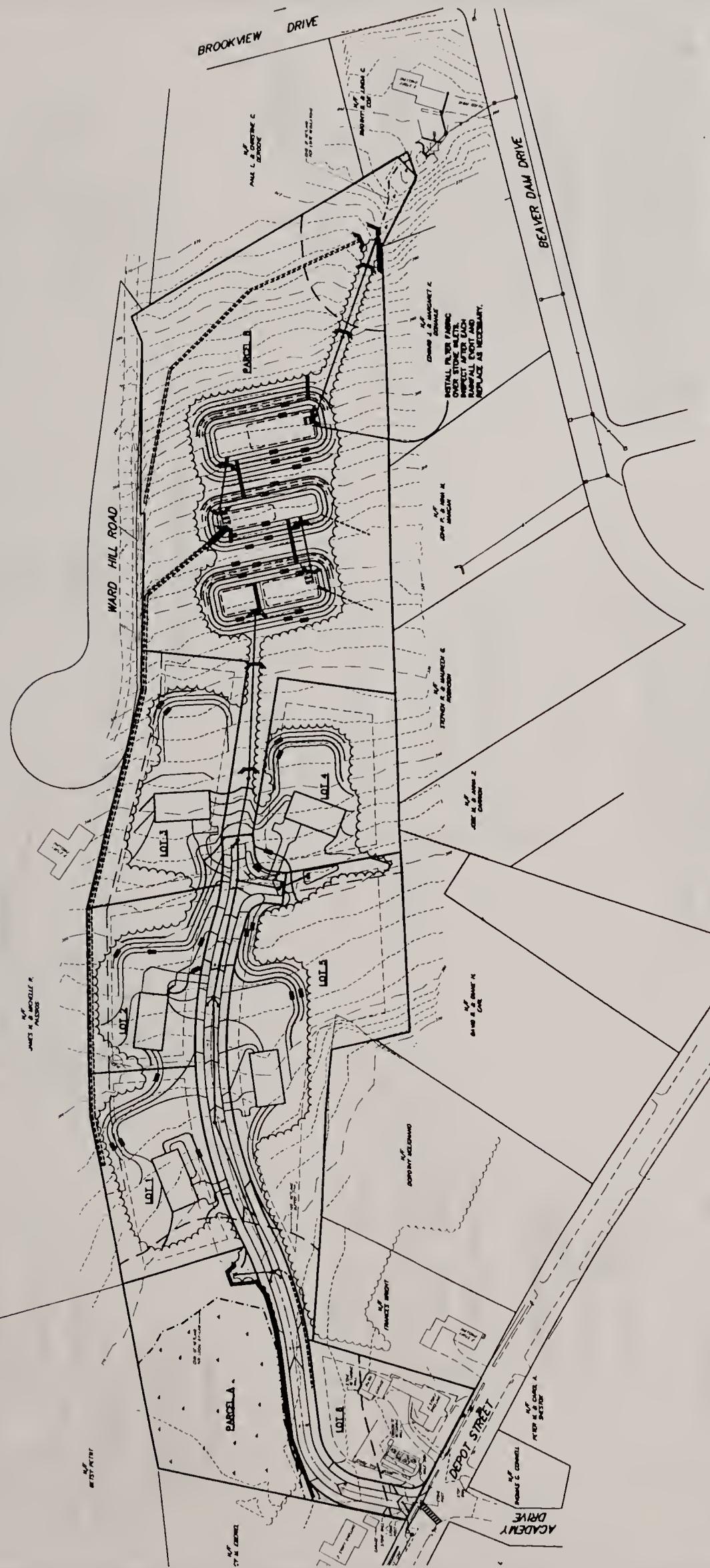
Place of Assembly	120
Gas Storage Permits	1,225
Police Firearm Permits	1,840
Fire Permits	6,595
Plumbing Permits	19,385
Building Permits	136,539
Gas Permits	15,970
Wiring Permits	26,850
Other Building Permits	590
Health Installer Permits	3,210
Board of Health Permits	17,496
Other B.O.A. Permits	1,312
Lot Testing Permits	73,175
Pump & Well Permits	3,450
Stable Permits	235
Camp & Activity Permits	560

Total Permits	308,552
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Total Licenses & Fees	355,954
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Revenue from State - Cherry Sheet

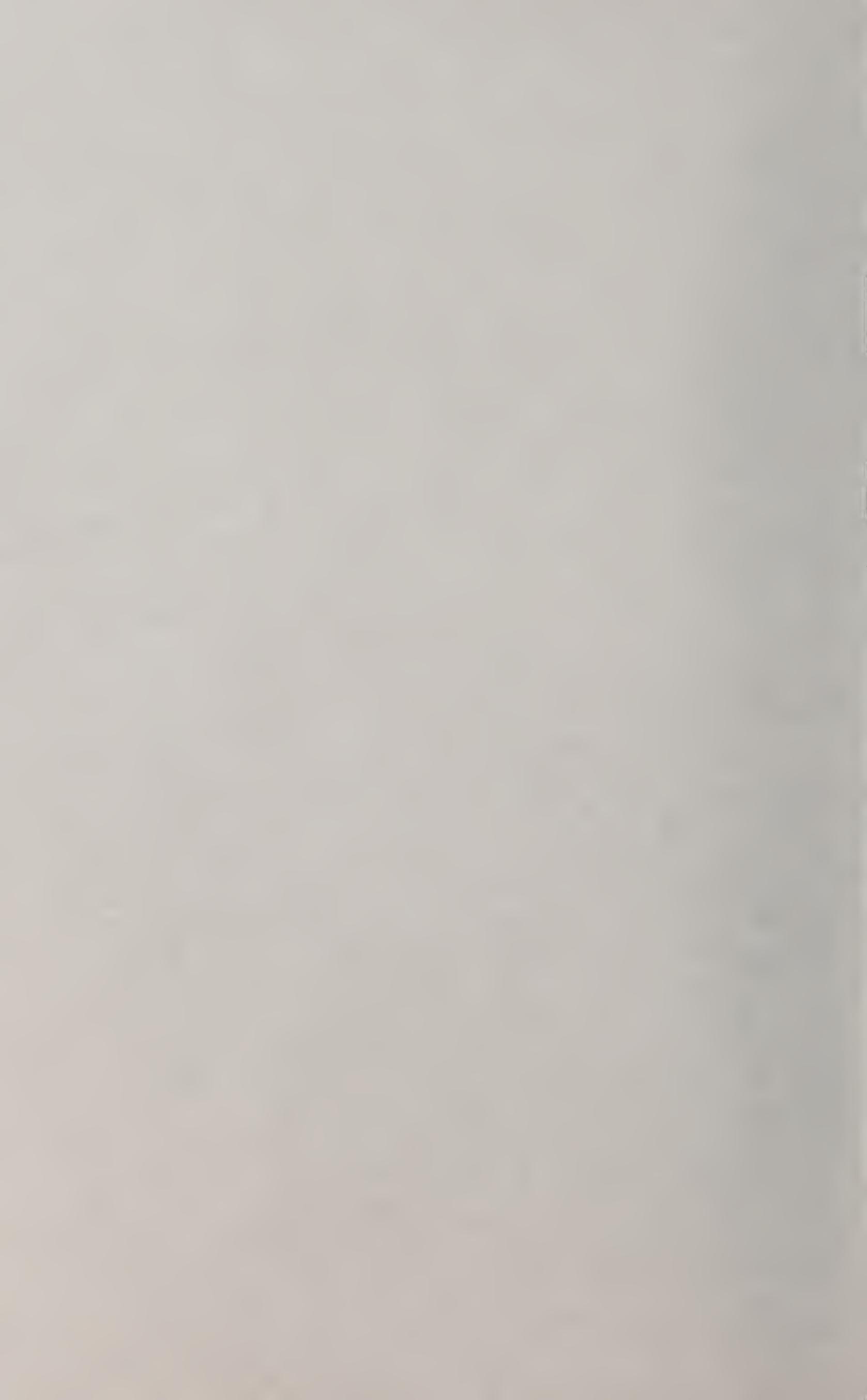
Abatements to Vets & Surv Spouse	4,288
Abatements to the Elderly	29,227
Veterans' Benefits	42,134
Additional Assistance	1,126,887
Chap 70 School Aid	1,419,809
Lottery, Beano & Charity	550,929

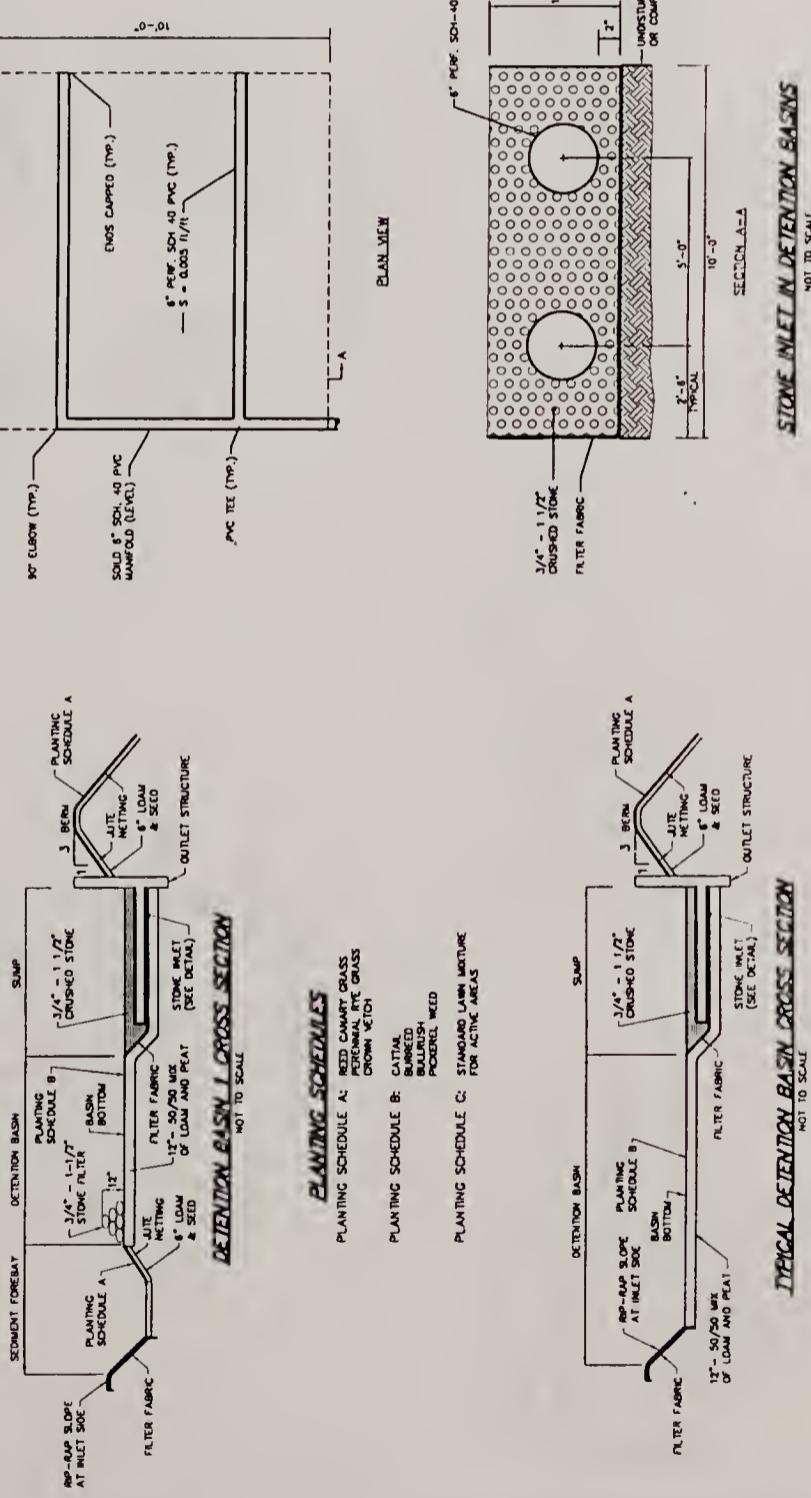
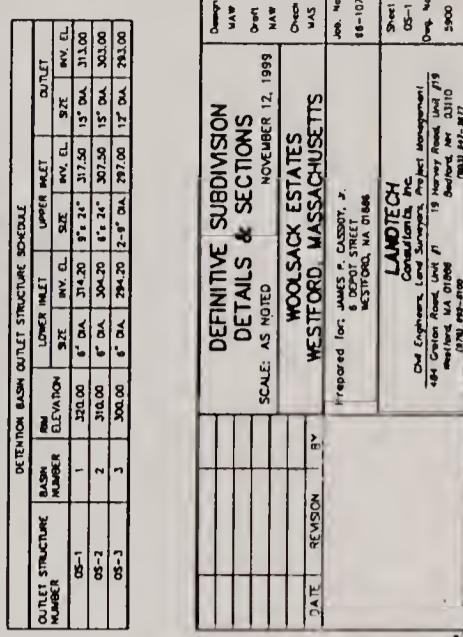
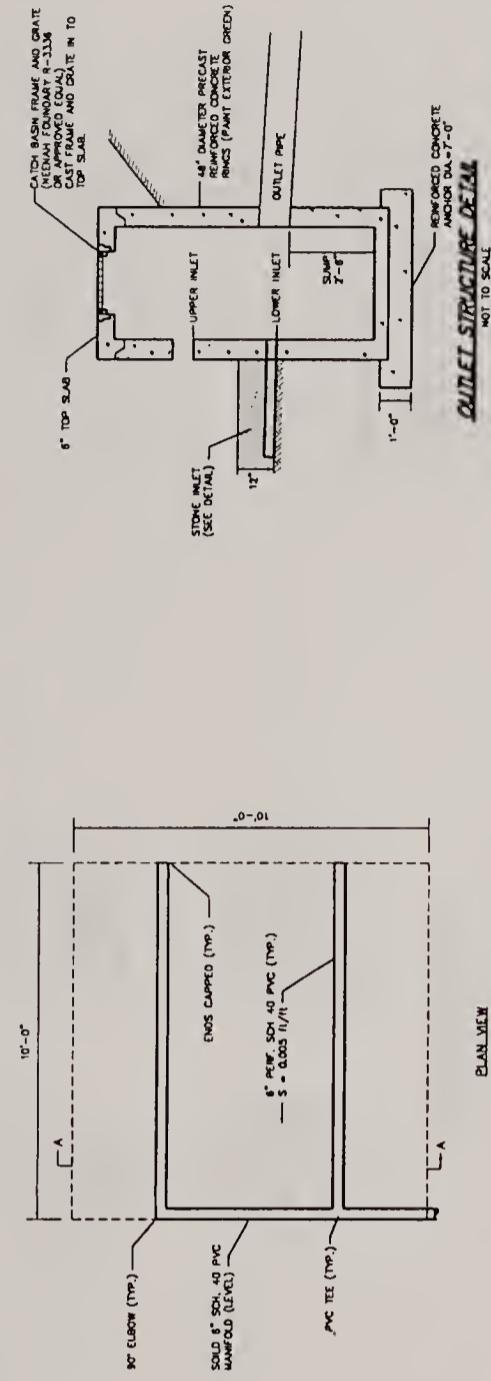
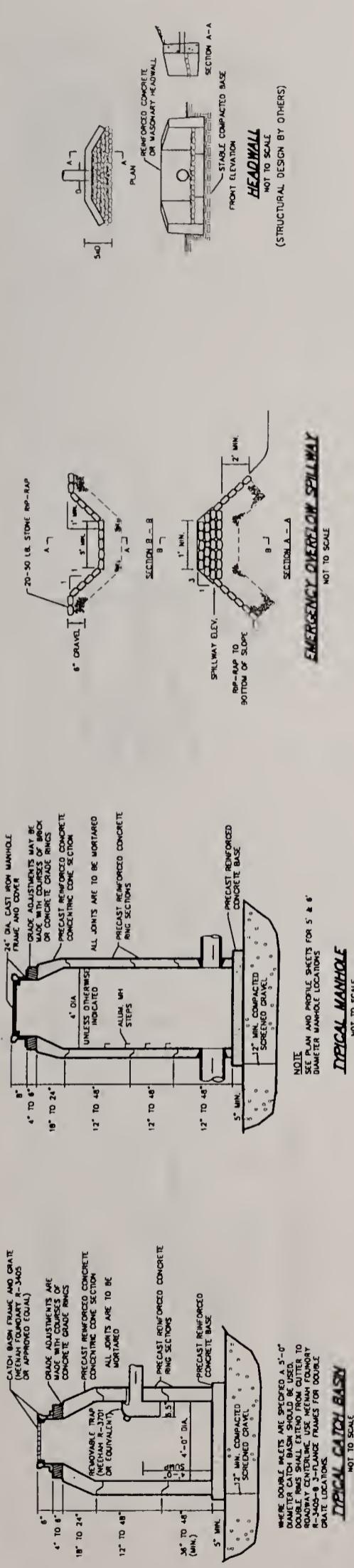


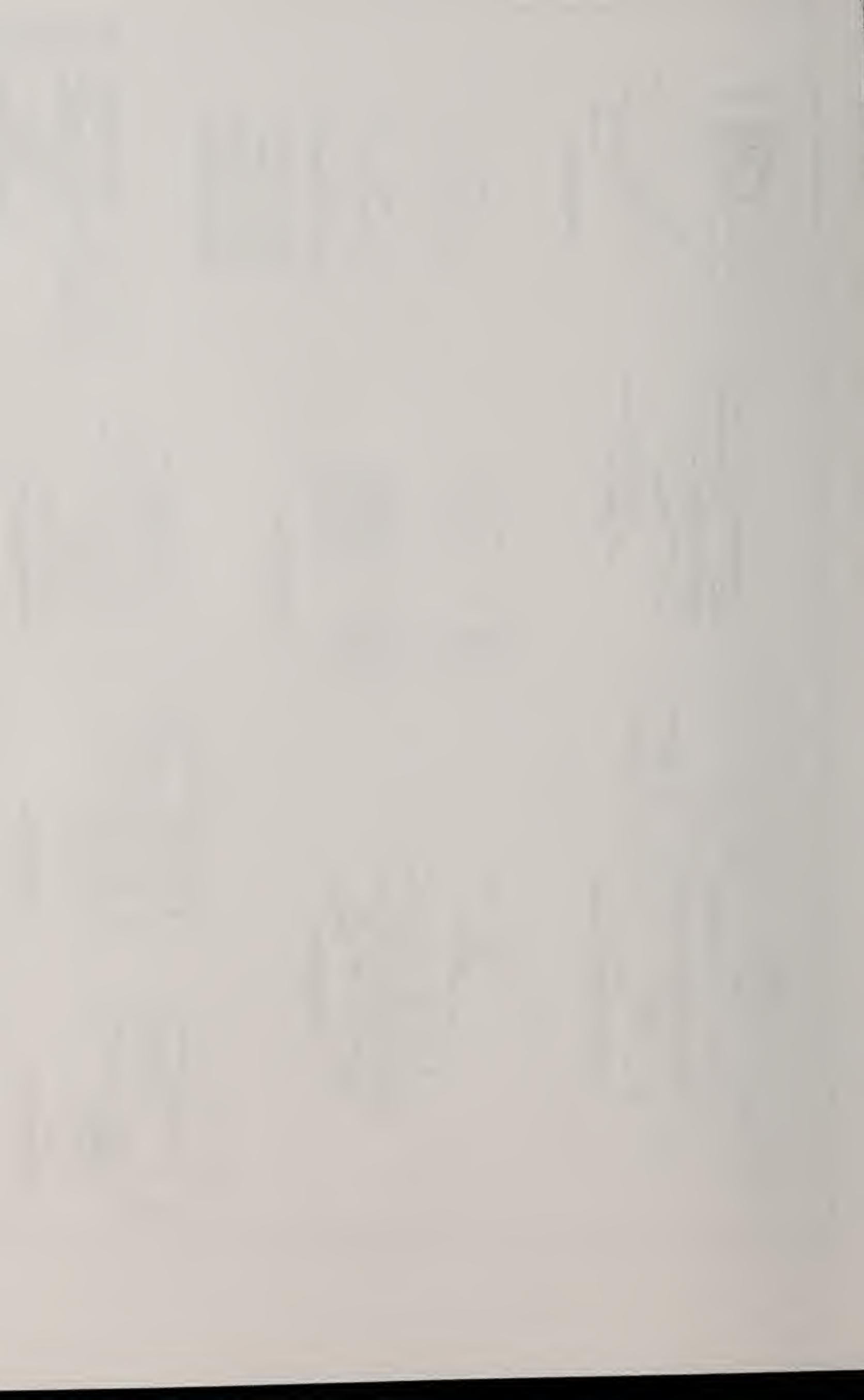
EROSION & SEDIMENT CONTROL PLAN		NOVEMBER 12, 1999	
Scale: 1' = 50'		WOOL SACK ESTATES WESTFORD, MA	
Date	Revision	34	
<p>Prepared for: JAMES P. CASSOY, Jr. 6 DEPOT STREET WESTFORD, MA 01886</p>			
<p>Design: DAW Draft: DAW MAC Owner: MAS Job No: 94-107</p>			
<p>Sheet: EC-1 Drawing No: 01-0005 Drawing Date: 03/10/99 Drawing Month: March Drawing Year: 1999 Drawing Type: Plan Drawing Description: Wool Sack Estates Drawing Location: Westford, MA Drawing Address: 6 Depot Street Drawing City: Westford Drawing State: MA Drawing Zip: 01886 Drawing Country: United States Drawing Unit: 1 Drawing Room: A</p>			

NOTE SEE SHEET DS-3 FOR ERASION
CONTROLS, DETAILS AND NOTES.

A vertical scale bar with markings at 0, 60, 120, and 160 feet. The text "SCALE IN FEET" is written vertically to the right of the bar.







GENERAL NOTES

1. NO CONSTRUCTION OR WORK IS TO BE DONE ON THE PROPERTY, EXCEPT AS SPECIFIED IN THESE PLANS.

2. ANY MATERIALS ENTERING THE WETLANDS SHALL BE REMOVED IMMEDIATELY.

3. STUMPS AND BRUSH MAY BE EITHER GROUNDED UP OR DISPOSED OF OFF SITE, NO STUMPS ARE TO BE STOCKPILED WITHIN 100 FEET OF A WETLAND.

4. EQUIPMENT AND MATERIALS SHALL NOT BE STORED WITHIN 100 FEET OF A WETLAND.

5. VEHICLE REPELLENT SPRAY SHALL NOT OCCUR WITHIN 100 FEET OF A WETLAND.

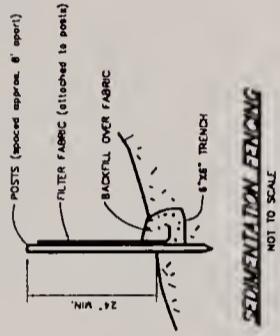
6. ALL CONSTRUCTION DEBRIS SHALL BE DISPOSED OF OFF SITE.

7. INDIVIDUAL LOT DEVELOPMENT ACTIVITIES WITHIN 100 FEET OF A WETLAND WILL REQUIRE AN ORDER OF CONDITIONS FROM THE CONSERVATION COMMISSION.

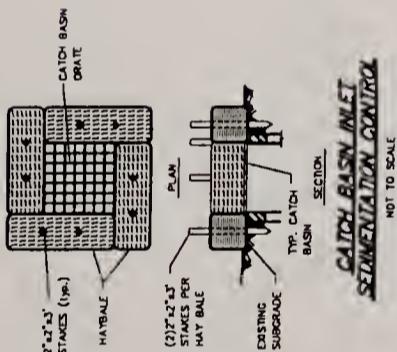
8. ANY VARIATIONS FROM THESE PLANS ARE TO BE APPROVED IN ADVANCE BY THE CONSERVATION COMMISSION.

CONSTRUCTION SEQUENCE
BONDS AND UTILITIES

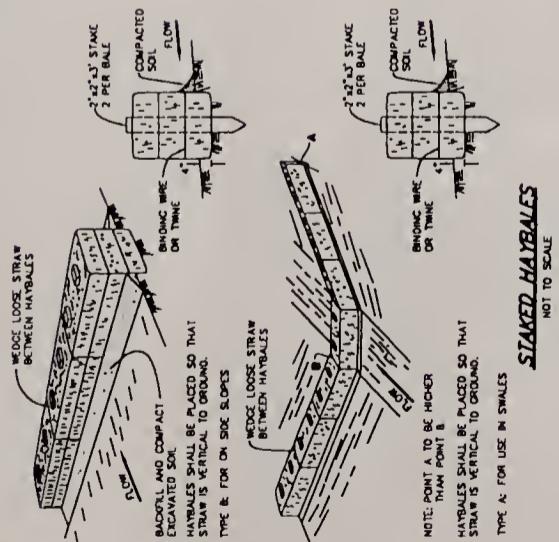
1. INSTALL HATCHABLE/SEGMENTATION FENCING LINES AND LIMIT OF WORK FENCING.
2. REPLACE DRAIN LINE ACROSS THE COK PROPERTY AND REGRADE AND STABILIZE ALL DISTURBED AREAS.
3. INSTALL DRAIN LINE FROM WETLAND AT COY TO DETENTION BASIN 1. STABILIZE CONSTRUCTION SWALE WITH COY & SEED AND COVER WITH HAY MULCH.
4. CONSTRUCT INLET AREAS FROM LOWER BASIN TO HIGHER BASIN, COVER 100' OF STONE INLET AREAS WITH FILTER FABRIC AND STABILIZE ALL DISTURBED AREAS WITH COY & SEED AND COVER WITH HAY MULCH.
5. CLEAN AND CRUB ROADWAY AREA ONLY. NO LOTS ARE TO BE CLEARED UNTIL THE LOWER COURSE OF PAVEMENT HAS BEEN PROPERLY INSTALLED. SEE GENERAL NOTE FOR STUMP AND BRANCH DISPOSAL.
6. INSTALL LIDDED AND DRAINAGE AND GRADE ROADWAY.
7. PLACE BINDER COURSE ON ROADWAY, PRODUCE A BERM UP AT THE EDGE OF PAVEMENT TO DIRECT RUNOFF TO THE CATCH BASINS. CATCH CRATES ARE TO BE INSTALLED FLUSH WITH BINDER UNTIL WEARING COURSE IS INSTALLED.
8. INSTALL FILTER FABRIC BETWEEN THE FRAME AND GRADE OF ALL CATCH BASINS. INSPECT FILTER FABRIC AFTER EACH RAINFALL AND REPLACE AS NEECESSARY.
9. PERFORM LOT DEVELOPMENT ACTIVITIES. STABILIZE ALL DISTURBED AREAS WITH COY AND SEED.
7. AFTER ALL LOT DEVELOPMENT ACTIVITIES HAVE BEEN COMPLETED REMOVE PAVEMENT UP AND INSTALL GRANITE CURBING.
8. INSTALL FINISH PAVEMENT COURSE AND ALL ROADWAY FEATURES.
9. HATCHABLE / SEGMENTATION FENCING AND LIMIT OF WORK FENCE MAY BE REMOVED.
10. FINAL DISTURBED AREAS MAY HAVE RETAILED GRANITE.



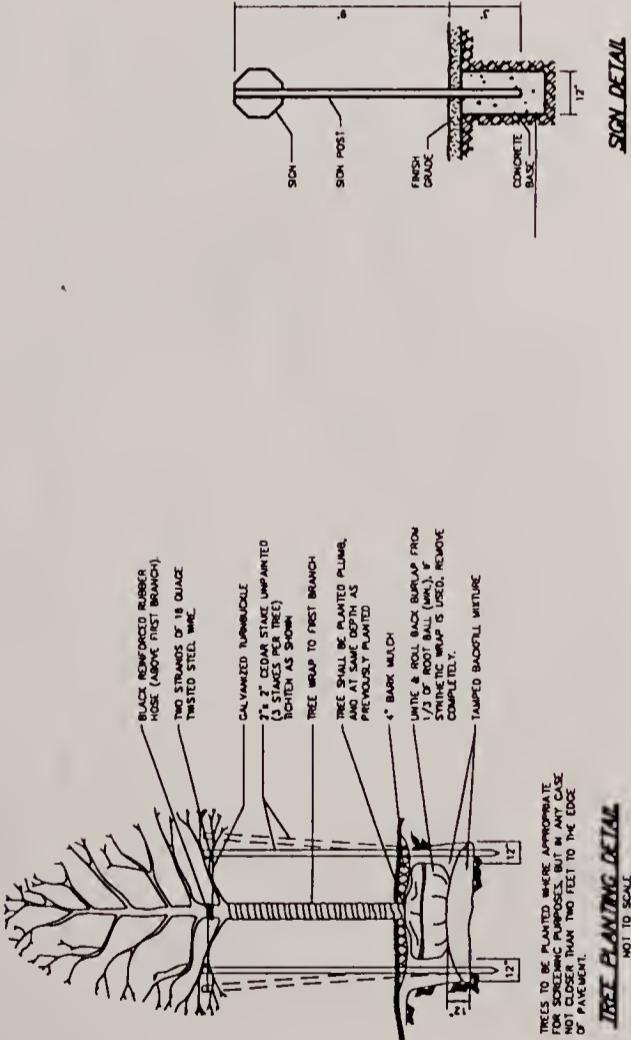
DRIVE-IN LINES



CATCH BASIN INLET
SEWER/SEWAGE TREATMENT CONTROL
NOT TO SCALE

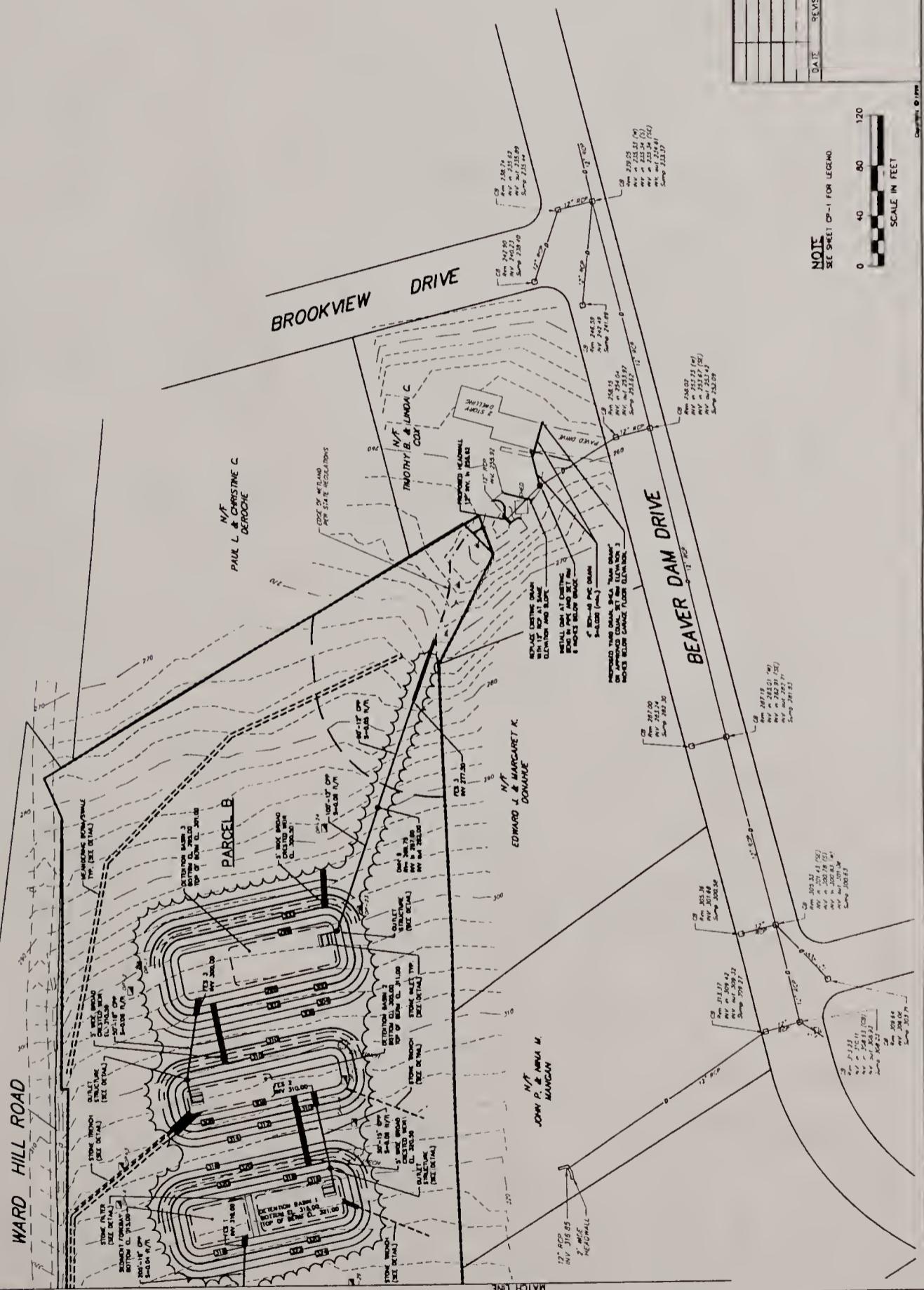


NOT TO SCALE

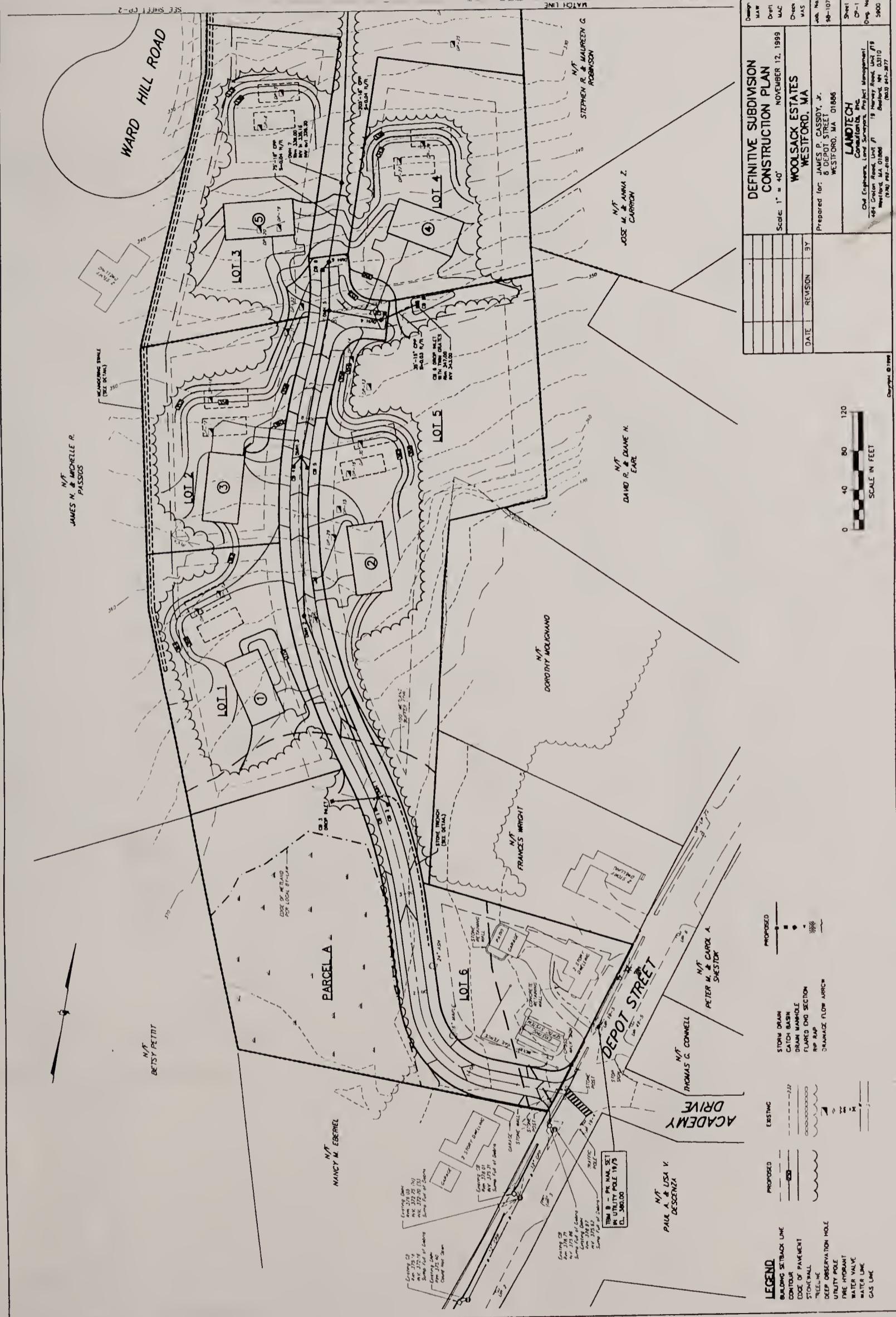


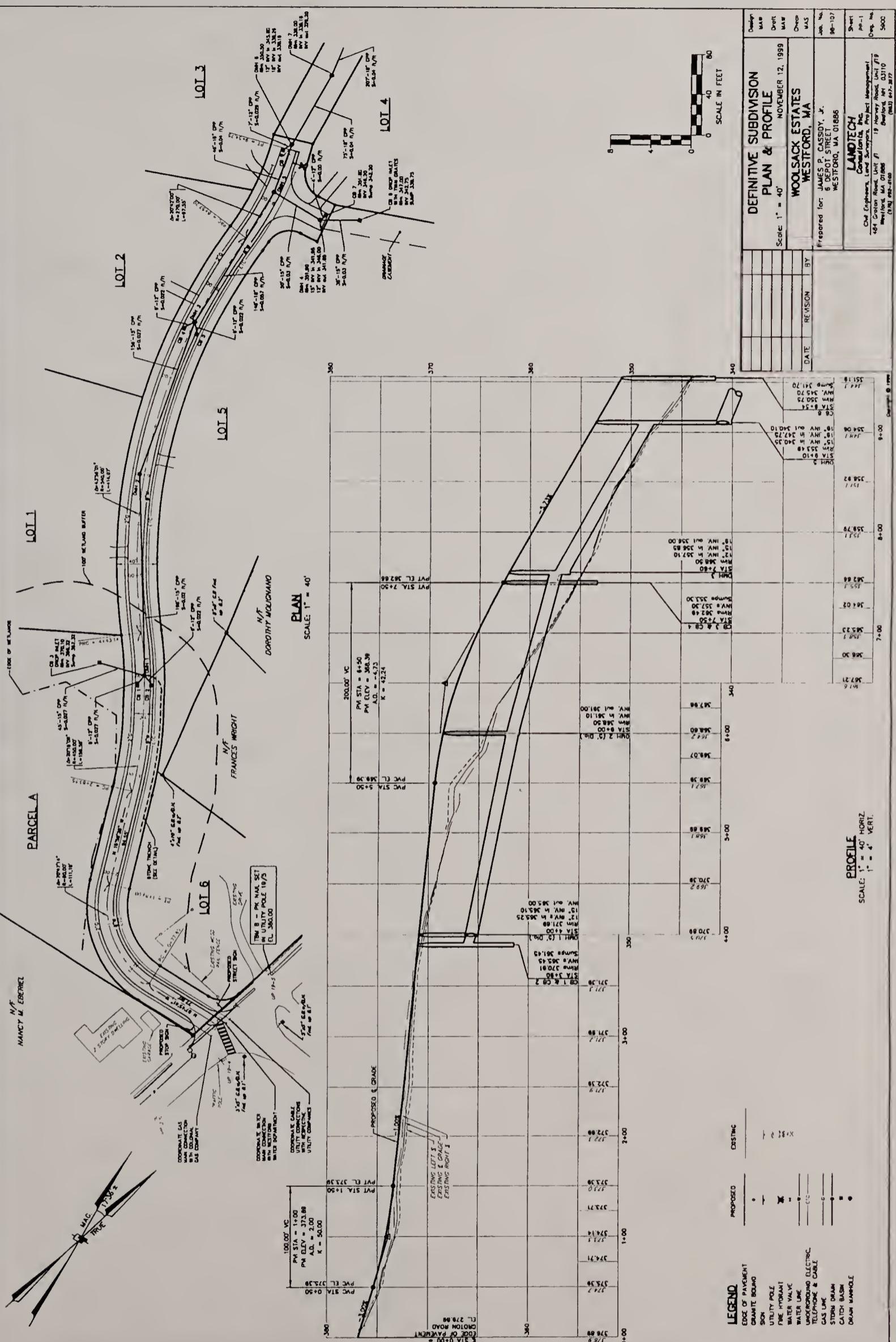
SIGN DETAIL

MICHIGAN



SEE SHEET CP-1





TOWN OF WESTFORD
Revenue Summary
FY 1994

GENERAL FUND REVENUE (FUND 0100)

Revenue from State - Cherry Sheet (Cont'd)

Highway Funds	106,178
Pupil Transportation	184,617
School Construction	789,925
Municipal Stabilization/Other	58,567

Total State Cherry Sheet

4,312,561

Fines & Forfeitures

District Court	15,220
Parking Fines	2,730
Other Restitution	0

Total Fines & Forfeiture

17,950

Special Assessments

Added To Tax 1994	11,400
Added To Tax 1993	(1,344)
Added To Tax Prior Yrs	0
Committed Interest 1994	6,758
Committed Interest 1993	(205)
Committed Interest Prior Yrs	24
Unapportioned	3,591

Total Special Assessments

20,224

Investment Income

Interest of Investments	48,297
Interest Escrow	4,847
Interest Tax Titles	50,822
Interest Cem Sale of Lots	1,554

Total Investment Income

105,520

Interfund Transfer - Water Fund

0

TOTAL GENERAL FUND REVENUES

24,595,555

=====

Town of Westford
 Expenditure Analysis Final
 June 30, 1994

Function/Department	Balance Carryforward 6/30/93	Appropriated Annual Town Meeting	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance	Balance Carryforward 6/30/94
Gen Govt/Selectman	7,256.00			7,256.00	7,147.71	108.29	
Gen Govt/Town Manager	98,522.00	11,144.00		109,666.00	109,070.74	595.26	
Gen Govt/Fin Comm	99,860.00	230.00	(96,600.00)	3,490.00	3,490.00	0.00	
Gen Govt/Finance	2,948.00	116,218.00	22,842.00	1,850.00	143,858.00	143,163.47	694.53
Gen Govt/Assessors	1,005.00	117,358.00	32,917.00	13,000.00	164,280.00	145,301.34	266.97
Gen Govt/Treasurer	114,590.00	(11,613.00)		102,977.00	99,125.30	3,851.70	
Gen Govt/Tn Council	46,743.00	1,322.00	7,154.00	55,219.00	55,177.79	41.21	
Gen Govt/Personnel	1,000.00	33,120.00	12,062.00		46,182.00	38,599.89	1,582.11
Gen Govt/Town Clerk	84,004.00	2,303.00			86,307.00	86,065.41	241.59
Gen Govt/Maintenance	28,100.00	85,165.00	4,932.34		858.85	119,056.19	106,980.31
Total Gen Gov't	33,053.00	802,836.00	76,139.34	(73,737.15)	838,291.19	794,121.96	7,854.22
Pub Sfty/Police	1,566,823.00	112,676.66			1,679,499.66	1,644,677.36	34,822.30
Pub Sfty/Fire	14,250.00	627,010.00	97,214.00		738,474.00	735,932.57	2,541.43
Pub Sfty/Bldg Inspector	79,742.00	8,744.74		1,626.28	90,113.02	87,455.95	2,657.07
Pub Sfty/Sealer Weights	1,950.00				1,950.00	1,800.00	150.00
Pub Sfty/Civil Defense	1,000.00				1,000.00	152.60	847.40

Town of Westford
Expenditure Analysis Final
June 30, 1994

Function/Department	Balance Carryforward 6/30/93	Appropriated Annual Town Meeting	Appropriated Special Town Meeting	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance	Balance Carryforward 6/30/94
Pub Sfty/By-Law Enforce	36,965.00	50.00			37,015.00	36,450.12	564.88	
Pub Sfty/Tree Warden	16,000.00				16,000.00	9,874.47	6,125.53	
Total Pub Sfty	14,250.00	2,329,490.00	218,685.40	1,626.28	2,564,051.68	2,516,343.07	47,708.61	0.00
Pub Wk Hwy/Hwy Admin		412,789.00	12,846.00		425,635.00	425,029.42	605.58	
Pub Wk Hwy/Town Roads		205,700.00			205,700.00	204,898.85	801.15	
Pub Wk Hwy/Mach & Equip		57,070.00	(2,500.00)		54,570.00	54,309.10	260.90	
Pub Wk Hwy/Drainage		15,000.00			15,000.00	14,803.98	196.02	
Pub Wk Hwy/Grnds Mnt,Cem		104,776.00			104,776.00	103,481.24	1,294.76	
Pub Wk Hwy/Cap Equip		109,200.00	8,682.00		117,882.00	26,507.33	27.92	91,346.75
Pub Wk Hwy/Snow & Ice		238,300.00			238,300.00	419,174.03	(180,874.03)	
Pub Wk Hwy/Street Lights		65,000.00			65,000.00	65,000.00	0.00	
Pub Wk Hwy/Cap Proj					0.00	0.00	0.00	
Pub Wk Hwy/Engineering					0.00	0.00	0.00	
Pub Wk Hwy/Solid Waste	3,840.24	1,012,950.00	48,387.00	21,000.00	1,066,177.24	1,080,060.52	(0.00)	6,116.72
Total Pub Wk Hwy	3,840.24	2,220,785.00	67,415.00	21,000.00	2,313,040.24	2,393,264.47	(177,687.70)	97,463.47

Town of Westford
Expenditure Analysis Final
June 30, 1994

Function/Department	Balance Carryforward 6/30/93	Appropriated Annual Town Meeting	Special Town Meeting	Total		Net Expenditures	Closed to Fund	Balance Carryforward 6/30/94
				Reserve Fund	Available Funds Transfers			
Educ/School Dept	13,113,949.00	534,098.00		25,490.27	13,673,537.27	13,646,505.50	1,212.77	25,819.00
Educ/NVTHS Assessment	303,935.00	8,737.00			312,672.00	312,672.00	0.00	
Educ/Building Comm				0.00	0.00	0.00	0.00	
Total Education	0.00	13,417,884.00	542,835.00	25,490.27	13,986,209.27	13,959,177.50	1,212.77	25,819.00
Hlth&Hum/B.O.H.		91,243.00	3,776.26	880.00	95,899.26	95,099.56	799.70	
Hlth&Hum/Inspectors		3,950.00			3,950.00	3,950.00	0.00	
Hlth&Hum/Nurse		25,824.00	1,971.00		27,795.00	27,546.77	248.23	
Hlth&Hum/Crcil Aging		76,166.00	(11,010.00)	4,388.96	69,544.96	69,257.75	287.21	
Total Hlth&Hum	0.00	197,183.00	(5,262.74)	5,268.96	197,189.22	195,854.08	1,335.14	0.00
Veterans/Services, Tn Aide		60,950.00		11,376.90	72,326.90	71,656.78	670.12	
Total Veterans, Tn Aide	0.00	60,950.00		0.00	11,376.90	72,326.90	71,656.78	670.12
Cult&Rec/Library	142.74	551,520.00	25,855.00	3,908.27	581,426.01	578,353.80	3,072.21	
Cult&Rec/Recreation		34,548.00	2,670.00		37,218.00	31,162.19	6,055.81	
Cult&Rec/Museum		7,290.00			7,290.00	2,793.48	206.52	4,290.00
Cult&Rec/Comm Centr		82,773.00	(19,463.00)		63,310.00	63,310.00	0.00	

Town of Westford
Expenditure Analysis Final
June 30, 1994

Function/Department	Balance Carryforward 6/30/93	Appropriated Annual Town Meeting	Special Town Meeting	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance		Balance Carryforward 6/30/94
Cult&Rec/Memorial Dy		1,500.00		561.64	2,061.64	2,061.64	0.00		
Total Cult&Rec	142.74	677,631.00	9,062.00	4,469.91	691,305.65	677,681.11	9,334.54	4,290.00	
Con&Dev/Conserv Coord		21,864.00	1,869.00		23,733.00	23,478.18		254.82	
Con&Dev/Planning	100.00	25,464.00	1,609.00		27,173.00	26,948.30		224.70	
Con&Dev/Zoning Board		4,000.00			4,000.00	4,000.00		0.00	
Con&Dev/Affordable Housing		500.00	(500.00)		0.00	0.00		0.00	
Con&Dev/Cable T.v. Com		3,500.00			3,500.00	3,148.53		351.47	
Total Con&Dev	100.00	55,328.00	2,978.00	0.00	58,406.00	57,575.01		830.99	0.00
Debt Ser/ Prin & Int		2,676,173.00	48,610.00		2,724,783.00	2,721,608.22		3,174.78	
Total Debt Service	0.00	2,676,173.00	48,610.00		2,724,783.00	2,721,608.22		3,174.78	0.00
Unclass/ Pension		773,256.00	(40,000.00)		733,256.00	732,743.00		513.00	
Unclass/ Unemployment		48,000.00	(25,000.00)		23,000.00	11,345.00		11,655.00	
Unclass/ Retro Wage Adj.		0.00	13,375.00		13,375.00	12,278.35		1,096.65	
Unclass/ Grp Health		679,533.00			679,533.00	679,533.00		0.00	
Unclass/ Medicare	91,000.00		10,000.00		101,000.00	114,738.30		(13,738.30)	

Town of Westford
 Expenditure Analysis Final
 June 30, 1994

Function/Department	Balance Carryforward 6/30/93	Appropriated Annual Town Meeting	Appropriated Special Town Meeting	Reserve Fund Transfers	Total Available Funds	Net Expenditures	Closed to Fund Balance	Balance Carryforward 6/30/94
Unclass/ Sick Leave	30,000.00			4,504.83	34,504.83	34,504.83	0.00	
Unclass/ Cmpr Insur	400,000.00	(115,600.00)		284,400.00	280,553.65	280,553.65	3,846.35	
Total Unclassified	0.00	2,021,789.00	(157,225.00)	4,504.83	1,869,068.83	1,865,696.13	3,372.70	0.00
TOTAL GENERAL FUND	51,385.98	24,460,049.00	803,237.00	0.00	25,314,671.98	25,252,978.33	(102,193.83)	163,887.46
Pub Works/Water	67,278.43	1,025,000.00	427,000.00		1,519,278.43	1,360,426.66	4,072.27	154,779.50
TOTAL WATER FUND	67,278.43	1,025,000.00	427,000.00	0.00	1,519,278.43	1,360,426.66	4,072.27	154,779.50
Amounts Reclassified To	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
To Other Fin Uses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Uses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	118,664.41	25,485,049.00	1,230,237.00	0.00	26,833,950.41	26,613,404.99	(98,121.56)	318,666.98

Town of Westford
Long Term Debt Schedule
June 30, 1994

PURPOSE AND ORIGINAL AMOUNT	ISSUE DATE	RATE	BEGINNING BALANCE 7/1/93	NEW ISSUES	PRINCIPAL PAYMENTS	ENDING BALANCE 6/30/94	INTEREST THIS YEAR
Municipal Bldg Repairs 335	04/15/94	4.80	0	335,000		335,000	
Land Acquisition 1,275	07/15/93	3.70	0	1,275,000		1,275,000	36,993.75
Departmental Equipment 155	07/15/93	3.20	0	155,000		155,000	3,761.25
Middle School Cnst (Supl) 135	07/15/93	3.70	0	135,000		135,000	3,926.25
In Equip, Frost Cameron 226	03/01/93	4.40	226,000		46,000	180,000	9,944.00
Plan Bd Master Plan 50	04/15/93	4.50	50,000		25,000	25,000	2,250.00
Solid Waste Stlment 256	04/15/93	5.00	255,747		51,747	204,000	12,787.36
Sanitary Landfill 1,100	06/15/89	6.50	660,000		110,000	550,000	43,340.00
Library Addition 2,280	05/19/87	6.425	1,350,000		150,000	1,200,000	82,050.00
Minots Traffic Lights 320	04/02/90	6.50	128,000		64,000	64,000	8,435.56
Fire Truck 135	01/30/90	6.40	54,000		27,000	27,000	3,428.99
Conservation Drew Land 200	10/20/89	6.50	80,000		40,000	40,000	3,896.44
Conservation Slifer 160	7/13/90	6.80	90,000		30,000	60,000	5,100.00
Petroleum Cleanup Garage 75	4/22/91	6.50	25,000		25,000	0	1,625.00
Petroleum Cleanup Garage 60	1/21/92	6.20	48,000		12,000	36,000	2,976.00
Willow Road Street Improv 40	1/21/92	6.20	32,000		8,000	24,000	1,984.00
Total Town Loans			2,998,747	1,900,000	588,747	4,310,000	222,498.60

Town of Westford
Long Term Debt Schedule
June 30, 1994

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PURPOSE AND ORIGINAL AMOUNT	ISSUE DATE	RATE	BEGINNING BALANCE	NEW ISSUES	PRINCIPAL PAYMENTS	ENDING BALANCE	INTEREST THIS YEAR
			7/1/93	6/30/94			6/30/94
School Computers	92	03/01/93	4.25	92,000	32,000	60,000	3,910.00
Town/School Repairs	159	04/01/93	4.50	159,000	32,000	127,000	7,155.00
Middle School A&E	420	11/01/88	6.25	84,000	84,000	0	5,322.92
Robinson School Addition	200	08/01/90	6.50	80,000	40,000	40,000	5,272.22
Sch Roof Abbot/Day	215	03/01/90	6.50	86,000	43,000	43,000	5,667.64
Middle School Const	8,700	10/15/90	6.80	7,250,000	725,000	6,525,000	466,537.49
Middle School Const(Rf)	5,650	07/15/93	4.00	5,650,000	1,120,000	150,000	255,780.00
School Bleachers	95	9/10/90	6.75	45,000	25,000	20,000	3,079.69
School Smoke Stack	99	9/16/91	7.00	78,700	20,000	58,700	4,809.00
Total School Loans				13,524,700	1,120,000	1,151,000	13,493,700
Pumping Station	300	05/01/89	7.25	60,000	60,000	0	4,410.42
Total Water Loans				60,000	60,000	0	4,410.42
TOTAL TOWN				16,583,447	3,020,000	1,799,747	17,803,700
							984,442.98

Town of Westford
Expendable & Non Expendable Trusts
June 30, 1994

NON EXPENDABLE TRUST	BEGINNING	REVENUE	OTHER	EXPENDITURES	ENDING
	BALANCE	INTEREST	CONTRIBUTIONS		BALANCE
Cemetery Perpetual Care	167,594.50			6,800.00	174,394.50
Charles Colburn Cem	1,500.00				1,500.00
William Wright Cem	5,000.00				5,000.00
Lyman Wilkins Cem	1,413.11				1,413.11
J.H. Fletcher Cem	500.00				500.00
Alonzo Reed Cem	1,500.00				1,500.00
Metcalf & Soldiers Cem	1,300.00				1,300.00
Library Book Fund	13,000.00				13,000.00
Library Lecture Fund	30,000.00				30,000.00
All Purpose Fund	17,347.58				17,347.58
Library Trustee	58,354.35				58,354.35
Ellen Rainville Education	5,000.00				5,000.00
Whitney Tree	2,500.00				2,500.00
Whitney Playground	10,000.00				10,000.00
TOTAL NON EXPENDABLE	315,009.54	0.00	0.00	6,800.00	0.00 ; 321,809.54

Town of Westford
 Expendable & Non Expendable Trusts
 June 30, 1994

EXPENDABLE TRUST	BEGINNING BALANCE	REVENUE			EXPENDITURES	ENDING BALANCE
		INTEREST	CONTRIBUTIONS	OTHER		
Stabilization	50,297.69	2,525.81			19,982.00	32,841.50
Health Insurance Trust	409,551.50	10,892.01	1,423,774.54		1,643,760.77	200,457.28
Cemetery Perpetual Care	18,485.47	4,823.92			11,100.00	12,209.39
Charles Colburn Cem	1,465.89		72.69			1,538.58
William Wright Cem	6,643.19		285.33			6,928.52
Lyman Wilkins Cem	2,331.05		91.78			2,422.83
J.H. Fletcher Cem	996.42		36.68			1,033.10
Alonzo Reed Cem	3,430.07		111.59			3,541.66
Metcalf & Soldiers Cem	7,266.62		223.32		1,000.00	6,489.94
Library Book Fund	4,511.68		432.56		4,706.09	238.15
Library Lecture Fund		181.33	744.71		550.00	376.04
All Purpose Fund	1,641.50		1,245.90		84.70	1,220.82
Library Trustee	4,079.13		1,734.54			1,751.28
Total Page	510,881.54	23,220.84	1,423,774.54		84.70	1,685,016.76

Town of Westford
Expendable & Non Expendable Trusts
June 30, 1994

EXPENDABLE TRUST	BEGINNING		REVENUE		EXPENDITURES		ENDING BALANCE
	BALANCE	INTEREST	CONTRIBUTIONS	OTHER	EXPENDITURES		
J.V. Fletcher Library	46,784.38	1,362.27	16,233.75		15,630.71		48,749.69
Ellen Rainville Education	615.18	139.00			425.00		329.18
Whitney Tree	10,399.50	316.16					10,715.66
Whitney Playground	18,080.64	581.88			3,000.00		15,662.52
Conservation	124,201.97	2,843.56			50,000.00		77,045.53
Total Page	200,081.67	5,242.87	16,233.75	0.00	69,055.71		152,502.58
TOTAL EXPENDABLE	710,963.21	28,463.71	1,440,008.29	84.70	1,754,072.47		425,447.44

MARRIAGES
Recorded by the Town Clerk - 1994

GROOM - BRIDE	BIRTHDATE	RESIDENCE	DATE
Abisi, Mark Dwyer, Katlyn A.	Dec 15, 1970 Apr 23, 1969	Bolton, MA Westford, MA	Aug 06
Andruskiewicz, Bruce A. Kelly, Pamela J.	Nov 08, 1958 Aug 17, 1961	Westford, MA Stoneham, MA	Mar 05
Bahnick, Jeffrey R. LeGacy, Tracy A.	Jul 02, 1970 Jan 30, 1970	Westford, MA Acton, MA	May 28
Bennett, Daniel C. Mone, Margaret Ann	Apr 18, 1955 Sep 24, 1959	Merrimack, NH Westford, MA	Jul 09
Borodawka, Steven A. Korbe, Kelsey Jude	Mar 19, 1963 Aug 05, 1964	Westford, MA Westford, MA	May 29
Buretta, David A. O'Neil, Donna Marie	Aug 29, 1969 Feb 03, 1969	Westford, MA Westford, MA	May 21
Capillo, Michael J. McEvoy, Donna G.	Oct 25, 1955 Nov 28, 1969	Nashua, NH Westford, MA	Dec 03
Cerato, Gregg W. Hayes, Laurie A.	Jan 15, 1966 Jan 04, 1965	Westford, MA Hudson, NH	May 21
Chaney, Taylor S. Walther, Beatrice U.	Sep 07, 1949 Sep 09, 1946	Westford, MA Westford, MA	Sep 11
Ciccone, John R. Morrison, Karen T.	Jan 19, 1960 Oct 13, 1956	Billerica, MA Westford, MA	Jul 31
Comfort, James A., Jr. Garcia, Christine A.	Jan 12, 1960 Jun 08, 1969	Westford, MA Bolton, MA	Oct 02
Connell, Anthony R. Mullen, Maureen G.	May 30, 1966 Sep 13, 1966	Charlestown, MA Charlestown, MA	Sep 10
Connell, Joseph R., Jr. Nix, Deborah G.	Aug 02, 1966 Dec 28, 1970	Westford, MA Westford, MA	May 29
Cooper, Daniel R. Connell, Ann Marie	Oct 19, 1970 Dec 04, 1971	Boulder, CO Boulder, CO	Jun 09

MARRIAGES

Recorded by the Town Clerk - 1994

GROOM - BRIDE	BIRTHDATE	RESIDENCE	DATE
Cornellier, Edmond V. Sparrow, Judith M.	Mar 01, 1920 Apr 05, 1940	Westford, MA Westford, MA	Apr 14
Cournoyer, Scott S. McIntosh, Carol M.	Aug 16, 1967 Oct 26, 1970	Chelmsford, MA Westford, MA	Jun 11
Crosby, David H. Weiss, Dale E.	Feb 21, 1945 Apr 30, 1966	Westford, MA Westford, MA	Oct 02
Delaney, Jeffrey D. Eberling, Tracy Leigh	Dec 14, 1968 Jun 05, 1967	Chelmsford, MA Nashua, NH	Jun 25
Delaney, Kenneth C. Toupin, Therese A.	Feb 19, 1969 Sep 18, 1969	Dracut, MA Groton, MA	May 14
Delle Fave, Christopher L. Stewart, Erin R.	Nov 01, 1971 Dec 11, 1970	W. Warwick, RI W. Warwick, RI	Aug 06
Desrochers, Paul E. Gusoski, Hazel T.	Aug 25, 1949 Jun 12, 1938	Westford, MA Westford, MA	Jun 16
Dillmeier, David S. Bradley, Allyson M.	Jun 26, 1968 Dec 17, 1969	New York, NY New York, NY	Jun 25
DiMattia, Joseph L. Young, Nancy L.	Aug 11, 1964 Apr 09, 1962	Hudson, NH Westford, MA	Mar 27
Donaher, John C. Liu, Joana E.	Jan 14, 1966 Sep 24, 1962	Westford, MA Westford, MA	Sep 25
Downey, Robert W. Holmes, Ann Margaret	May 30, 1961 Feb 18, 1967	Littleton, MA Littleton, MA	Jul 30
Dubuque, Donald J. Monteodorisio, Lisa	Apr 06, 1968 Jan 19, 1968	Stoneham, MA Chelmsford, MA	Nov 26
Eastwood, Frank, Jr. Robinson, Alice M.	Feb 15, 1921 Sep 24, 1917	Westford, MA Westford, MA	Jun 18
Engberg, James O. Donnelly, Margaret F.	Feb 12, 1960 Dec 30, 1964	Clinton, MA Clinton, MA	Oct 09

MARRIAGES
Recorded by the Town Clerk - 1994

GROOM - BRIDE	BIRTHDATE	RESIDENCE	DATE
Flanagan, Keith Sawyer, Tracy L.	Nov 12, 1967 Jun 21, 1970	Westford, MA Boxborough, MA	Mar 26
Flynn, Daryl R. Pellegrino, Robin An.	Apr 21, 1971 Feb 14, 1969	Boxborough, MA Boxborough, MA	Jun 26
Gilson, David W. Bales, Michelle K.	Aug 03, 1969 Jul 14, 1971	Westford, MA Westford, MA	Jul 09
Glidden, Daniel J. Bolger, Kerry Ann	Mar 19, 1958 Sep 24, 1969	Groton, MA Groton, MA	Jan 15
Goolgasian, David L., Jr. Klotz, Dianne E.	Oct 20, 1969 Aug 11, 1970	Milford, MA Westford, MA	Jun 25
Grimm, Criag K. Klinger, Sheila Ann	May 16, 1959 Aug 26, 1963	Westford, MA Haverhill, MA	May 21
Guilmette, Troy M. Kelley, Joanne	Feb 15, 1966 Sep 22, 1968	Chelmsford, MA Westford, MA	Aug 06
Gurley, M. Douglas Davis, Sherin A.	Apr 26, 1963 Jun 18, 1964	Westford, MA Westford, MA	May 14
Hall, Timothy J. Cook, Betsy J.	Sep 20, 1970 Mar 09, 1971	Westford, MA Westford, MA	May 21
Harde, Christopher L. Breeding, Suzanne M.	Feb 03, 1968 Mar 01, 1968	Westford, MA Westford, MA	Sep 03
Harron, Robert T., Jr. Mack, Pamela J.	Jan 26, 1971 May 23, 1970	Nashua, NH Westford, MA	Jun 25
Hartshorn, John J. MacLellan, Christel L.	Jan 13, 1970 Dec 29, 1971	Billerica, MA Westford, MA	Jun 24
Hoey, Brian W. Berard, Denise D.	Jul 08, 1967 Oct 17, 1967	Chelmsford, MA Lowell, MA	Mar 05
Howes, William D. Smith, M. Diane	May 21, 1958 Oct 09, 1958	Westford, MA Westford, MA	Oct 15

MARRIAGES
Recorded by the Town Clerk - 1994

GROOM - BRIDE	BIRTHDATE	RESIDENCE	DATE
Husson, George J. Marcous, Dianne M.	Jun 28, 1943 Jul 03, 1947	Westford, MA Westford, MA	Aug 20
Jacobson, Matthew D. Haugen, Julie P.	Nov 10, 1956 Aug 07, 1958	Smyrna, GA Westford, MA	Sep 03
Joncas, James M. Crocker, Marea E.	Sep 06, 1969 Feb. 19, 1967	Westford, MA Westford, MA	Jun 11
Keenan, Charles F. Denning, L. Lynne	Mar 13, 1962 Jun 29, 1963	Chelmsford, MA Leominster, MA	Jul 16
Keenan, John F. Milot, Penny P	Mar 26, 1964 Apr 28, 1967	Westford, MA Westford, MA	Aug 22
Kirkpatrick, Sean R. Byrne, Loretta R.	Jun 17, 1963 Sep 02, 1961	Westford, MA Westford, MA	May 01
Lanoue, John W. Warner, Danielle R.	Jun 18, 1966 Jul 31, 1965	Milford, NH Milford, NH	Oct 01
Loft, Klaus Earl, Suzanne A.	Jun 19, 1970 Feb 21, 1968	Denmark Westford, MA	Aug 06
Lussier, Paul L. Smith, Theresa H.	Mar 31, 1970 Jun 08, 1970	Andover, MA Westford, MA	Sep 17
Lytle, David P. Paragona, Joanne P.	Nov 05, 1960 Mar 28, 1960	Nashua, NH Nashua, NH	Aug 27
MacDonald, Kevin P. Dee, Linda Jean	Sep 22, 1963 Oct 16, 1969	Boxborough, MA Westford, MA	Jun 25
Main, James E. Hussey, Maura Anne	Apr 04, 1939 Apr 24, 1944	Nashua, NH Nashua, NH	Aug 26
Martineau, Robert J., Jr. Eddy, Pamela L.	Oct 30, 1958 Jun 24, 1957	Arlington, VA Arlington, VA	May 14
Matley, Mark R. Collins, Karen L.	Jul 29, 1964 Mar 18, 1970	Westford, MA Westford, MA	May 21

MARRIAGES
Recorded by the Town Clerk - 1994

GROOM - BRIDE	BIRTHDATE	RESIDENCE	DATE
Maybury, Dale E. Oliver, Tracy Lynn	Sep 02, 1962 SAug 12, 1969	Westford, MA Westford, MA	Oct 22
McElhiney, Kevin D. Sacco, Suzanne T.	May 11, 1971 Jul 10, 1973	Westford, MA Westford, MA	Dec 28
Merrill, Jeffrey C. Morse, Laura A.	Jul 01, 1963 Nov 27, 1968	Westford, MA Westford, MA	Sep 11
Miller, Daniel J. Fallon, Tracey Lee	Jun 09, 1968 Feb 01, 1968	Fremont, CA Fremont, CA	Sep 24
Morrison, Dale R. Hall, Linda E.	Feb 11, 1962 Jul 17, 1964	Westford, MA Westford, MA	Aug 06
Moskowitz, Arthur Martinez, Priscilla L.	Mar 24, 1926 Nov 11, 1951	Nashua, NH Nashua, NH	Jan 15
Nelson, Richard D. Niemaszyk, Joelle	Jan 05, 1967 Jan 04, 1971	Monroeville, PA Westford, MA	May 01
Olsen, George G. Cohen, Patricia L.	Apr 06, 1967 Apr 10, 1968	Lowell, MA Lowell, MA	Jul 16
Petranske, Stephen M. Kennelly, Sharon I.	Jan 15, 1970 Jun 28, 1970	Westford, MA Westford, MA	Jul 23
Provost, Alois P. Smyth, Robin L.	Dec 24, 1964 Mar 15, 1965	Westford, MA Westford, MA	Feb 12
Purcell, Robert J. Riley, Lisa B.	Nov 07, 1965 Dec 28, 1964	Littleton, MA Littleton, MA	May 28
Ricard, Michael J. Jamer, Jill E.	Sep 04, 1968 Aug 08, 1970	Westford, MA Westford, MA	Sep 10
Roach, Alan P. Reynolds, Cynthia A.	Jun 02, 1969 Apr 18, 1968	Wales, MA Westford, MA	Apr 30
Robertson, Ian Scott Loiselle, Lisa M.	Sep 10, 1970 Sep 29, 1971	Springvale, ME Westford, MA	Aug 13

MARRIAGES

Recorded by the Town Clerk - 1994

GROOM - BRIDE	BIRTHDATE	RESIDENCE	DATE
Rochon, Richard J. Sullivan, Kathy A.	Jun 13, 1958 Apr 18, 1967	Westford, MA Westford, MA	Aug 27
Romac, Thomas M. Belanger, Denise P.	Dec. 07, 1966 Aug 28, 1969	Boxborough, MA Westford, MA	Apr 09
Rottger, Mark A. Brown, Christine G.	May 09, 1956 Jul 09, 1960	Westford, MA Westford, MA	Aug 20
Ryan, William J. Stengel, Martha H.	May 30, 1936 Jul 06, 1956	Weston, MA Westford, MA	Jun 04
Sawyer, David L. Rautenberg, Elizabeth J.	Mar 08, 1956 Apr 07, 1961	Westford, MA Westford, MA	Oct 25
Stanway, Julian D. Desharnais, Monique E.	Jan 18, 1963 May 06, 1967	Townsend, MA Townsend, MA	Sep 17
Steinhaus, Orrin L., Jr. Hillman, Cheryl Ann	Nov 16, 1963 Apr 08, 1958	Westford, MA Westford, MA	Sep 24
Stimeling, Kenneth P. Bochnik, Lynne M.	Apr 26, 1968 May 05, 1966	Chelmsford, MA Westford, MA	Sep 17
VanNorman, James F. Husson, Roxanne P.	May 18, 1960 Nov 23, 1963	California California	Jul 03
Walker, Robert A. Potenza, Michele	Mar 03, 1964 Dec 20, 1964	Westford, MA Westford, MA	Sep 03
Welch, William B. Wesson, Kimberly M.	Apr 06, 1956 Dec 31, 1994	Westford, MA Lowell, MA	Dec 31
White, Peter F. Colleton, Deborah E.	Jul 26, 1959 Aug 11, 1963	Tyngsboro, MA Tyngsboro, MA	Nov 20
Williams, Richard T. Rutter, Christina L.	May 04, 1952 Mar 02, 1956	Westford, MA Westford, MA	Oct 15
Woods, Gary C., Jr. Croteau, Lisa A.	Jul 07, 1964 May 03, 1968	Ayer, MA Westford, MA	Jun 04

TOTAL MARRIAGES 1994 = 84

BIRTHS

Recorded by the Town Clerk - 1994

NAME	PARENTS	DATE
Ackley, Catherine Elizabeth	Glenn T. & Julie A. (Mulkern)	Jul 13
Akerstrom, Michael Alan	Alan D. & Sharon A. (Battcock)	Jan 05
Alber, Bradley William	Robert C. & Lisa (Tolley)	Oct 31
Alden, William John	Robert J. & Leeann (Colella)	May 19
Anderson, John Robert	Christopher R. & Catherine (Cahill)	Jun 04
Apicco, Julie Ann	James M. & Ellen J. (Nightingale)	Jan 19
Baharozian, Zaschary Nishan	Dwayne B. & Christine E. (O'Connor)	May 04
Baird, Sean Christian	John P. & Carolyn D. (Siemer)	Mar 04
Banic, Sarah Morton	Michael P. & Elizabeth Johnson	Oct 26
Baraiolo, Joseph Weston	Michael G. & Virginia L. (Stevens)	Jul 16
Barry, Connor James	Richard J., Jr. & Caroline (Doucette)	Sep 18
Bates, John Davis	Steven W. & Donna L. (Taccalozzi)	Apr 02
Baum, Morgan Alyssa	James P. & Debra (Hopkins)	Dec 18
Beatty, William David	Mark D. & Jane M. (Owens)	Jul 29
Beaulieu, Danielle Nicole	Peter D. & Katherine C. (Walker)	Sep 04
Beauregard, Jenna Marie	Wayne A. & Leslie A. (O'Donnell)	Apr 19
Bell, Megan Joanne	Douglas H. & Jeanne M. (Sokol)	Nov 12
Benoit, David Robert	Arthur F., Jr. & Linda M. (Lamy)	Aug 20
Benway, Andrew Charles	Charles H., Jr. & Karen (Samia)	Aug 17
Benway, Matthew Christopher	Charles H., Jr. & Karen (Samia)	Aug 17
Bergin, John Bryan	James S. & Barbara W. (Bryan)	Sep 07
Bernard, Madeline Lee	David M. & Kathleen A. (Began)	Oct 11
Bornstein, Devin William	Harvey S. & Sheila F. Kennedy	Apr 20
Boucher, Nathan Lewis	James L. & Ann M. (Alderman)	Mar 04
Boumil, Rachel Logan	Kimberly (Wilson)	Dec 07
Brack, John William	John C. & Lisa An (McKeon)	Feb 14
Bray, Joseph Patrick	Bruce C. & Mary (Griffin)	Aug 16
Breen, Matthew Michael	Richard H., Jr. & Donna E. (Hudson)	Jun 05
Brown, Valerie Ann	Daniel E. & Joan N. (Westcott)	Aug 16
Brunelle, Sarah Mae	Paul A. & Mary Jane (Ralston)	Jan 22
Bunyon, Ryan Edmund	Jeffrey T. & Linda J. (Colangelo)	Oct 24
Burghoff, Karli Lois	Robert L. & Bethany (Pierson)	Nov 04
Burke, Caitlin Frances	Francis P. & Lisa (Martin)	JUL 19
Burrill, Thomas Patrick	Mark K. & Susan M. (McGowan)	Jul 13
Bush, Allison Marie	Paul W. & Erin M. (Haley)	Apr 20
Callahan, Nicole Alexa	James J. IV & Kerri L. (Vafiades)	Mar 16
Campbell, Catherine Anne	Ross E. & Paulette L. (Irving)	Apr 14
Campbell, Sarah Anne	Kevin B. & Cheryl A. (Sweatt)	Sep 16
Carlo, Keri Lee	Daniel E., Sr. & Joanne LaPan	Oct 06
Cassidy, Jennifer Marie	John A. & Tammy L. (Newell)	Mar 03
Cauley, Erin Margaret	Thomas B. & Maureen A. Healy	Sep 15
Champa, James Daniel	James V. & April T. (Davis)	Mar 08

BIRTHS
Recorded by the Town Clerk - 1994

NAME	PARENTS	DATE
Chui, Ryan Wing-Yin	Kwong-Tak A. & Sze-Ming A. Chan	Apr 28
Ciccone, Matthew Anthony	Eldridge J., Jr. & Veronica B. (Wythe)	Feb 28
Conboy, Thomas Christopher	Kevin T. & Debra A. (Flammia)	May 27
Connell, Zachary John	Philip J. & Kathryn M. (Carr)	Dec 07
Connolly, Kathryn Anna	Edward M., Jr. & Gail M. (Gosselin)	Oct 25
Courchaine, Jaclyn Marie	Dennis P., Sr. & Lisa M. (Millette)	Feb 24
Craig, Joshua Scott	Scott A. & Gayle M. (Faria)	Aug 29
Curley, Madeleine Taylor	James M. & Gina M. (Gosselin)	Oct 05
Dauphinais, Ethan Tyler	Dennis M. & Laura M. (Dupee)	Aug 27
Davison, Peter Andrew	Andrew W. & Carol P. (Petroph)	Aug 15
Day, Timothy Nathan	Brian W. & Margaret S. (Hoffman)	Jan 29
Delea, Colin Patterson	John P., Jr. & Kathryn A. McKeon	Jan 25
Dennehy, Jacqueline Elizabeth	Terrence J. & Maryann T. (Lane)	Apr 28
DeSimone, Dominic Christian	Leo G. & Cara M. (Laconti)	Oct 28
Diamond, Sydney Elana	Joseph P. & Linda (Berkman)	Apr 02
Doherty, Ryan Michael	Michael F. & Karen A. (Draper)	Aug 06
Doherty, Tyler Philip	Philip J. & Diane M. (Breault)	Oct 24
Dolan, Eric Mitchell	George M. & Jodi A. (Paglia)	Apr 06
Donohue, Brendan Thomas	William R. & Ellen M. (Dessureau)	Mar 22
Downing, Haley Marie	Michael P. & Annette M. (Frey)	Dec 02
Driest, Connor William	William C. & Elizabeth A. (Witzig)	Mar 28
Dyer, John Michael	Timothy A. & Julie W. (Walsh)	Jun 09
Eddy, Alexander James	Gordon M. & Frances (Moore)	Nov 21
Edson, Brian David	Paul D. & Melody J. (Morgaon)	Dec 06
Elliott, Jessica Helser	Christopher H. & Veronica (Helser)	May 28
Fay, Brendon Alexander	John A. & Elissa M. (Westlake)	Feb 17
Fossey, Kathleen Ellen	Paul L. & Kathleen F. (Hogan)	Aug 17
Fowler, Andrea Stuart	Craig S. & Beth (Whitehurst)	Jun 16
Frankel, Jillian Reid	Steven E. & Beth (Seagroatt)	Sep 19
Frederick, Michael Andrew	George A. & Jaime E. (Lipawsky)	Oct 21
Furtado, Jessica Marie	John T. & Sandra E. (Matthews)	Sep 13
Gabrielson, Andrew Martin	George S. & Nancy (Carroll)	Dec 12
Gallagher, Kelsey Elaine	Paul J., Jr. & Jill R. Armstrong	Jul 09
Ganley, Melissa Catherine	Joseph P. & Janet M. (Spingler)	Jan 18
Gee, Ryan Michael	Michael D. & Cindy-Lee (White)	Jan 11
Geraghty, Kelly Taylor	James E., Jr. & Susan J. Roderick	Mar 17
Gilbert, Duncan Walch	Philip K., Jr. & Abby (Walch)	Jul 29
Gillis, Hannah Joy	Michael J. & Cynthia L. (Harrington)	Jun 01
Gordon, Alexandra Marie	Keith B. & Lisa M. (Colageo)	Nov 09
Gordon, Jaclyn Teresa	Jeffrey A. & Cheryl L. (Salmon)	Jun 23
Graham, Andrew Jeremiah	Robert C. & Elizabeth M. (Downey)	Apr 22
Green, Amanda Rose	Emmett B. & Tina M. (McCarthy)	Jul 07
Gregoric, Zoe Rose Dow	James R. & Nancy R. Dow	Oct 04

BIRTHS

Recorded by the Town Clerk - 1994

NAME	PARENTS	DATE
Griffiths, Christopher Sean	John H. & Anne E. (Monahan)	Apr 19
Haines, Michael Gene	Christopher P. & Sari A. (Zemann)	Aug 23
Hall, Lindsay Josephine	Jeffrey W. & Cynthia A. Hodas	Mar 21
Hansis, Garrett James	James M. & Amy K. Volger	Aug 31
Haque, Sofia Saher	Sheikh I. & Irum (Malik)	Sep 26
Hardy, Shana Andrea	Timothy H. & Veronica M. (Keyes)	Jan 18
Harkness, James Nathan	Scott A. & Angela (Scutero)	Mar 15
Harrison, Molly Marshall	Paul D. & Katherine L. (Hall)	Jul 02
Harvey, Marla Ruth	Scott B. & Jennifer L. (Olsen)	Jul 17
Hayes, Emma Elizabeth	Dennis F. & Brenda E. (Simmers)	May 26
Heath, Bradley Clark II	Bradley C. & Diana (Phillips)	Jan 25
Heiman, Andrew House	Mark A. & Theresa L. House	Aug 16
Heine, Elisa Jeanne	John A. & Cynthia A. (Moore)	Jul 04
Hensley, Elizabeth Carol	Robert T. III & Jennifer McNeely	Jan 18
Higgins, Matthew Jude	Jude C. & Ann (Hughes)	Oct 11
Hobson, Christopher George	Andrew J. & Ginger K. (Jacobs)	Nov 03
Hobson, Jeremy Andrew	Andrew J. Andrew J. & Ginger K. (Jacobs)	Nov 03
Holman, Corey Denise	Dean C. & Rochelle (Scala)	Feb 06
Hooper, Timothy James	Matthew J. & Mary-Alice (Keeley)	Jul 28
Hopkins, Allison Jeanette	Stephen W. & Jayne (Larden)	Oct 20
Horzempa, Rachel Mary	William M. & Mary C. (Ricci)	Feb 27
Hurley, Emma Margaret	Paul J. & Judith E. (Belmonte)	Jan 29
Hurley, Meghan Gail	Matthew P. & Jennifer (Derick)	Sep 06
Jones, Susannah Coolidge	Timothy C. & Judith (Coolidge)	Sep 09
Kaye, Micaela Ilana	Todd B. & Julie (Hoppe)	Mar 16
Kegel, Alexander Keller	Andrew G. & Susan M. (Phillips)	Aug 06
Killion, Bernard Patrick	Curtis R. & Amy (McAvinn)	Jul 19
Ko, Jason Kevin	Yu-Jen & Yenchen (Chen)	May 31
Kosteva, Daniel Joseph	Glenn P. & Sharon (Beggs)	Apr 30
Kowalik, Maxx Christian	Chris A. & Dinah L. (Decker)	Feb 22
Lacroix, Andre Daniel	Daniel P. & Penny J. (Kirkwood)	Apr 12
LaFauci, Ignazio Edward	Nicholas P. & Patrice M. (Marashio)	Feb 07
LaFlamme, Nolan James	Marc P. & Jennifer A. (Scachetti)	Jun 09
Lalonde, Andrew Joseph	Mark L. & Kelly A. (Murphy)	Dec 06
Lambert, Alex Joseph	Bruce J. & Patricia A. (Clotz)	Jul 09
Larsen, Nicole Lynn	William A. & Laurie A. (Rowman)	Jan 21
Lauer, Matthew William	William & Joy E. (Sheldon)	Apr 29
Lauzon, Nicholas Scott	Robert S. & Andrea J. (Brown)	Jul 27
Lee, Hayden Yatsum	Lonnie H. & Msan Yee (Hong)	May 01
Lincoln, Daniel Samuel James	John C. & Daphne (Pratt)	Sep 14
Linnell, Jessica Nicole	Herbert J., Jr. & Rena (Parise)	Jan 26
Lizotte, Katherine Michelle	Michael J. & Susan (Harden)	May 27

BIRTHS
Recorded by the Town Clerk - 1994

NAME	PARENTS	DATE
o, Colin Chikeong	Edmond Y. & Hau Yee Ng	Dec 26
oth, Ronald Christian Herbert, Jr.	Ronald C. & Deanna L. (Caron)	Mar 26
oughlin, Sarah Rose	Robert P. & Mary S. (Weintraub)	Jan 10
umbert, Briana Marie	Donald & Cathy Sue (Paquette)	Aug 10
uther, Lance Dean	Dean B. & Tammy E. (Peterson)	Jun 04
ynch, James Patrick	Steven & Christine M. (Reed)	Sep 06
MacDonald, Alexis Anne	Steven L. & Stacy A. (Swift)	May 13
MacKay, Matthew Jake	James A. & Kerri A. (Morse)	Sep 23
Madsen, James Christopher	James L. & Judith (Hodgkins)	Mar 23
Mager, Benjamin Isaac	Neil M. & Faye L. (Marshall)	May 26
Mager, Matthew Louis	Neil M. & Faye L. (Marshall)	May 26
Marple, Timothy Edward	Stephen L. & Linda T. (Moore)	Apr 20
Martel, Garrett Robert	Robert C. & Joanne E. (Belanger)	Oct 27
Martini, Sarah Jane	Kyle F. & Joyce A. (Marcheski)	Oct 24
Mattila, Erin Kathleen	Peter R. & Joan T. (Zimmerman)	May 24
Mattson, Amy Corryn	David R. & Ana P. (Ceballos)	Jan 25
Mazzucotelli, Alyssa Sakura	Francis J. & Jane C. (Swai)	Mar 25
McCarthy, Katherine Ann	Kevin P. & Wendy A. (DeVincentis)	Apr 01
McDonald, Ryan James	Steven F. & Donna (Mazza)	Feb 21
McDowell, Matthew Daniel	Daniel B. & Melinda A. (Powers)	Aug 05
McInerney, Patricia Marie	Stephen J. & Marcia C. (Devine)	Sep 24
McLean, Christine Mary	Douglas G. & Teresa C. (Canty)	Jan 25
McMaster, Nicholas Richard	Kevin P. & Rachel I. (Sandberg)	Oct 21
McQuaide, Brett Christopher	Earle F. III & Denise (Sevigny)	Apr 14
Medlin, Bradley Joseph	Wayne C. & Linda M. (Cormier)	Nov 15
Metcalf, Lindsay Keyes	Douglas E. & Carolyn K. (Brown)	Jul 18
Midgley, Kelsey Lynn	James G. & Patricia V. (Neal)	Apr 07
Mills, Tyler Murray	Douglas S. & Johanna (Anderson)	Sep 30
Monoxelos, Evan James	James M. & Anne P. (Moore)	Sep 30
Morency, Emily Catherine	Francis O. & Catherine (Reilly)	Oct 31
Moriarty, Davin Joseph	James W., Jr. & Karen L. (Heiser)	Sep 16
Motyl, Ryan Edward	Joseph W. & Sandra D. (Dolde)	Jun 14
Mulkern, Meaghan Marie	Matthew T., Jr. & Mary A. (McGowan)	Sep 08
Mulligan, Daniel	Michael G. & Anne-Marie (Shea)	May 02
Murphy, Ryan Patrick	Brian F. & Jean (Burne)	Nov 17
Narankevicius, Rachel Lee	Mark W., Sr. & Ruth A. (Sheppard)	May 06
Nelson, Abigail Christine	Joseph C. & Celeste R. (Zinck)	Apr 05
Noone, Alexander Francis	John A. & Lisa (Bonneau)	Feb 23
O'Connor, Evan James	Anthony & EllenMarie Garcia	Feb 27
O'Donnell, Rachel Catherine	John T. & Joyce F. (Cutting)	May 23
O'Donnell, Sean Martin	Brian R. & Sandra (Martin)	Jul 09
Oram, Alan Christopher	William M. & Catherine A. (Hansen)	Jan 15
Oram, Jack William	William M. & Catherine A. (Hansen)	Jan 15
Oughton, Sarah Lynn	Nigel P. & Doreen (Cullen)	Jun 21

BIRTHS
Recorded by the Town Clerk - 1994

NAME	PARENTS	DATE
Pappas, Alexander Nicholas, Jr.	Alexander N. & Michelle J. (Romprey)	Jun 13
Pazienza, Katherine Millie	Christopher G. & Nancy E. (Wolk)	Aug 17
Peacock, Connor Winslow	Thomas M. & Barbara (Pallian)	Aug 08
Pease, Christopher D.	Warren C., Jr. & Ellen P. (Dow)	Nov 07
Penfield, Scott Arthur	David W. & Rebecca E. (Bronson)	Dec 04
Perugini, Anthony Robert	Robert J. & Mariellen L. (Anthony)	Mar 23
Peterson, Kaitlyn Aysha	Eric L. & Seema (Pahwa)	Dec 06
Pianin, Jena Estelle	Jerrold M. & Ronni S. (Salk)	Sep 22
Pinney, Sean David	David S. & Diane (Krasnecky)	Sep 21
Pirog, Luke Christopher	Nicholas II & Sherri L. (Hayes)	May 26
Posch, Laurianne Margaret	Richard R. & Dorothy M. (Hellman)	Jun 23
Potter, Mallika Adelaide	John F. & Nisha D. (Thatte)	Jul 02
Preckol, Alexander Joseph	Michael P. & Lois L. (Boisvert)	Jun 01
Prescott, Katherine Nicole	Franklin J. & Karen E. (Hansen)	Jan 09
Previte, Domenic Anthony IV	Domenic A. III & Donna M. (Alea)	Jul 10
Quinn, Christopher Paul P.	Christopher P., Sr. & Reyna P. (Palanca)	Jan 14
Quinones, Jessica Marie	Ramon & Melissa J. (Newell)	Oct 13
Raichek, Danielle Faye	Jonathan M. & Donna M. (Schaefer)	Apr 19
Rajopadhye, Anisha	Milind & Rupa (Havaldar)	Oct 22
Raso, Ana marie	Vincent S. & Jamie M. (Agule)	Apr 23
Regan, Daniel Stone	Michael J. & Dana M. (Eliopoulos)	Oct 13
Ricard, Tyler Jonathan	Shawn M. & Janet M. (Valcourt)	Jan 21
Riha, Eric Nicholas	Michael D. & Lisa C. (Strazzullo)	Mar 12
Robey, Rebecca John	John R. & Leslie K. (Klaserner)	Mar 18
Rocha, Mark Joseph	Mark W. & Marie A. (Iudicone)	Jun 01
Rocha, Michael William	Mark W. & Marie A. (Iudicone)	Jun 01
Rommel, Lane Christopher	John F. & Jessica (Lane)	Jan 09
Roper, Elsie Buffum	Richard D. & Mary B. (Cyr)	Jul 18
Russell, William Clark Jude	Gregory S. & Jacqueline (Desharnais)	Oct 05
Ryan, Christopher Browne	William J. & Martha (Stengel)	Sep 21
Sales, Michael Fredrick	Enrique & Maureen (Stewart)	Nov 05
Saltsman, Nicholas Edward	John A. & Cheryl N. (Bobik)	Jun 11
Sampson, Jacqueline Morgan	Dean F. & Audrey L. (Morgan)	Jul 28
Santos, Kevin Joseph	Aluisio C. & Nancy M. (Glynn)	Apr 22
Sarno, Harrison Paul	Steven C. & Christine P. (Albino)	Apr 20
Sciuto, Nicholas Stephen	Stephen III & Jane E. (Oskar)	May 23
Shankar, Aditya Nott	Ravishankar & Uma S. (Ramaswamy)	Aug 01
Shaw, Melanie Love	Kevin M. & Heather J. (Love)	Jan 12
Shelgren, MacKenzie Frances	Steven R. & Robin (Coppola)	Jan 13
Shields, Jocelyn Paoge	Joseph A. & Jacqueline P. (Lequin)	Oct 05
Simpson, Edward Ryan	Edward R. & Phyllis A. (Falcione)	May 29
Smith, Andrew Abram	Dana H. & Melissa A. (Basinas)	Aug 23

BIRTHS

Recorded by the Town Clerk - 1994

NAME	PARENTS	DATE
Smith, Douglas Carl	Charles R. & Sally (Meddock)	Aug 15
Smith, Rebecca Anne	Andrew T. & Catherine (Cipriano)	Oct 18
Sodersjerna, Ian Maxwell	Roy N. & Karlene M. (Huber)	Oct 03
Sparrow, Shayna Emily	Steven L. & Debra (Berkman)	Jul 08
Spies, Gregory Clifford	Ronald D. & Cheri L. (Caputo)	Apr 16
Stanwick, Kelsey Ellen	Stephen M. & Chris (Williams)	Jun 03
Stashko, Lena Arianne	Edward R. & Ilona (Kemeny)	Apr 28
Stone, Abigail Edith	Richard D. & Debra L. (Friberg)	Feb 16
Sullivan, Matthew Thomas	Kevin P. & Susan A. (Scaplen)	Aug 29
Suman, Julia Maria	Daniel E. & Anna (Avesani)	Mar 11
Swan, Amanda Nicole	Robert D., Jr. & Lee Ann (Langlois)	Nov 10
Tenan, Chelsea Linda	Reginald E., Jr. & Lisa A. (Manning)	Dec 05
Tompkins, Steven Douglas II	Steven D. & Donna L. (Jewell)	Sep 07
Towne, Ryan John	Michael J. & Theresa M. (Desrochers)	Jun 17
Trani, Danielle Lorraine	Joseph P. & Julie L. (Schmitt)	Mar 24
Tremblay, Amanda Rachel	Norman F. & Kathy (Popolizio)	Apr 15
Trulson, Tyler John	Glenn C. & Monique H. (Sanders)	Jan 28
Tucker, Sydney Elizabeth	Reginald D. & Carol (Goldsberry)	May 20
Tu, Jason Wesley	Sampson H. & Laure G. (Miller)	Mar 16
Varney, David Clark	Scott A. & Kathleen A. (Clark)	Jun 13
Walsh, Jonathan Michael	James G. III & Mary L. (McGee)	Oct 26
Warner, Matthew Thomas	Eric M. & Paula N. (Wakeen)	Sep 01
Waterhouse, Harley Rachel	Richard A., Jr. & Kathleen A. (Kilroy)	Jun 09
Weiss, Alanna Marie	Kenneth M. & Julie M. (Traver)	Aug 09
Welch, Sarah Jean	Paul X. & Suzanne J. (Mortenson)	Sep 29
Wescott, Hannah Elizabeth	Robert B. & Susan B. (Earnshaw)	Jan 01
Whitney, Ashley Marie	Robert S. & Linda M. (Wacome)	Jan 11
Wilmot, Connor McKinley	Andrew R. & Kathryn L. McKinley	Sep 13
Wilmot, Tristan McKinley	Andrew R. & Kathryn L. McKinley	Sep 13
Winn, Gregory Summer	Philip D. & Mary D. (Brown)	Dec 13
Wong, Kevin Michael	Michael C. Julie Y. Wong	Jan 13
Woodward, Michael Stephen	Timothy G. & Mary E. (Makos)	Jun 02
Wormell, Matthew Colin	Dean C. & Valerie A. (Janowicz)	Feb 01
Wright, Stephen Lee	Eric M. & Cynthia K. (Kunkel)	Oct 04
Yeh, Christine Shih	Yun-Siung T., & Hung-Chen R. (Shih)	Dec 11
Zehngut, Michael Daniel	Marc I. & Carol L. (Frampton)	Apr 27

Total Births Recorded 1994 = 249

DEATHS
Recorded by the Town Clerk - 1994

NAME	AGE	DATE
Ahern, Frederick E. (Hus of Christina A. Kelly)	86	08-Jun-94
Alcorn, Maude (Wife of Frederick)	82	26-Mar-94
Archer, William F. (Hus of Roberta Estes)	63	15-Jun-94
Astle, Thomas Francis (Hus of Susan Humphrey)	80	22-Dec-94
Balas, Ruth Eleanor (Wife of Mitchell F.)	83	02-Jul-94
Balian, Mary D. (Single)	72	19-Jul-94
Bankhead, Helen J. (Wid of William)	63	28-Mar-94
Bearce, Rebecca (Div from Wendell)	83	20-Sep-94
Beebe, Edward E. (Hus of Virginia Schill)	69	03-Jun-94
Bernard, Sylvia Joseph (Hus Loretta L. Picard)	79	11-Aug-94
Blowey, William Reginald (Hus of Hilda Holmes)	88	25-Sep-94
Brunton, Margaret M. (Wid of William)	87	03-Jun-94
Byers, Johanna (Wid of Harold)	91	13-Jul-94
Carolan, Hazel A. (Wife of John E., Jr.)	53	01-Jan-94
Chabot, Blanche (Wid of Arthur)	92	23-Sep-94
Clermont, Marguerite I. (Wid of Alfred)	82	13-Dec-94
Crawford, Patricia (Wife of George A.)	52	13-Jul-94
Crocker, Kenneth (Hus of Blanche Wilk)	72	04-Feb-94
Cronan, Earle (Hus of Lillian Kolios)	72	12-Jan-94
Croteau, Howard E. (Hus of Mary Lou O'Connell)	54	19-Feb-94
Crotty, Vincent Michael (Wid of Doris F. Reno)	85	09-Jul-94
Cutcliffe, Edward (Hus of Phyllis A. Cashin)	89	24-Aug-94
Cutter, Elizabeth M. (Wife of Harry J.)	85	28-Dec-94
Desmond, David L. (Single)	77	06-Jun-94
Dimlich, Justine Christine (Single)	85	13-Mar-94
Douglas, Beatrice J. (Wid of Charles D.)	91	11-Mar-94
Dukeshire, Alice K. (Wid of Ralph A.)	90	04-Feb-94
Duncanson, Charles Garland (Wid of Odessa R. Lloyd)	78	01-Jul-94
Dunn, Peter W. (Hus of Kathleen A. Spellman)	52	04-May-94
Eastwood, Frank, Jr. (Hus of Alice Mendes)	73	14-Oct-94
Forty, Archer George (Hus of Estella M. Wright)	73	19-Nov-94
Frisch, Lester (Wid of Elsie D. Morse)	80	29-Apr-94
Gelinas, Fernand (Wid of Claire Cote)	69	10-Jun-94
Gibbons, James (Hus of Regina Belida)	81	15-Feb-94
Godfroy, Theresa B. (Wid of Rosaire)	68	14-Feb-94
Grochman, Thaddeus S. (Hus of Doris Johnstone)	60	08-Dec-94
Hall, Albert L. (Hus of Doris Pray)	73	08-Jan-94
Hanson, Ernest (Hus of Rose Coniglio)	61	03-Mar-94
Harte, Bernard Thomas (Div Lorraine Landry)	68	08-Dec-94
Hastings, Sarah (Div from Henry)	86	24-Nov-94
Heald, Timothy (Single)	21	10-Dec-94
Hickey, Scott (Hus of Diane Cunha)	30	01-Jan-94
Hubbard, William J., Jr. (Hus of Constance DeWolfe)	62	18-Feb-94
Humiston, Eileen (Wife of Elliot F.)	80	25-May-94
Kanavas, Nancy (Wid of James)	37	06-Jul-94
Kazeniac, Marjorie L. (Wid of Herbert)	71	01-Sep-94

DEATHS
Recorded by the Town Clerk - 1994

NAME	AGE	DATE
Kazeniac, Mildred A. (Single)	79	28-Sep-94
Keith, Russell L. (Hus of Ethel Glynn)	74	24-Sep-94
Kelley, John Joseph, Jr. (Div - Barbara Carley)	67	26-Jan-94
Kuhn, Marie N. (Wid of Albert H.)	81	18-Oct-94
Kutz, Alta (Wife of Glenn)	72	02-Oct-94
Laferriere, Alyce Pat (Wid of Joseph R.)	55	11-Jul-94
Lamberth, Jewel S. (Div from Jack)	73	30-Jul-94
Lamy, Conrad (Single)	28	08-Feb-94
Lapa, Joseph (Wid of Marta Vanags)	92	18-Dec-94
Lavoie, Richard F. (Hus of Susan Carey)	64	08-Jun-94
Lawson, Edmund (Hus of Melba Hanscom)	88	04-Dec-94
Letiecq, Dean K. (Single)	32	06-Dec-94
Levasseur, Theresa A. (Single)	56	31-Mar-94
MacDonald, James D., Jr.	51	17-May-94
Madigan, Joseph James (Hus Katherine L. Mara)	76	06-Feb-94
Malagodi, Kathrine (Wid Louis)	90	24-Jun-94
Marcotte, Julia F. (Wid of Aurele)	93	06-Jan-94
McArthur, Ida Maude (Wid of Alexander)	88	26-Nov-94
McGreehan, Dorothy A. (Wife of James R.)	72	03-Aug-94
McMahon, Gertrude Esther (Wid of George F.)	87	23-Feb-94
Mitton, Harry (Wid of Marjorie M. Gundry)	88	29-Jan-94
Mongan, John Harold (Hus of Barbara A. Cronin)	69	01-Apr-94
Morrison, Gerard V. (Hus of Barbara L. Stynes)	68	26-Jun-94
Moulton, Hazel (Wid of Robie D.)	88	26-Dec-94
Mullen, Marion (Single)	85	06-Nov-94
Nelson, Janice Nathalie (Wid of Walter E.)	83	19-Nov-94
Newbert, Mildred Edith (Wid of Edward)	79	03-Aug-94
Newton, Ruth (Wife of Robert)	80	28-Jul-94
Nichols, William R. (Hus of Joyce Brown)	47	21-Jan-94
Norton, Edith H. (Wid of Linwood H.)	76	22-Aug-94
Parlee, Carol E. (Wife of Frederick)	64	17-Jan-94
Pereira, John Dantas (Hus of Belmira Faria)	82	27-Feb-94
Picking, Albert H. (Hus of Bernice Gould)	79	10-Jul-94
Pioli, James (Hus of Nora Flaherty)	88	17-Jan-94
Pomerleau, George (Single)	57	08-Jan-94
Quinlan, Daniel Francis (Single)	82	25-Mar-94
Reardon, Evelyn Mary (Wid of Daniel J.)	88	02-May-94
Ricard, Anita M. (Single)	79	29-Oct-94
Roberts, Herman Sidney, Sr. (Hus of Mary Danuswich)	82	04-Jun-94
Ross, Dennis P. (Single)	48	28-Jul-94
Rutter, James H., Sr. (Hus of Helen Miller)	77	01-Dec-94
Shaw, Melanie Love (Single)	1 hr	12-Jan-94
Shaw, Ruth E. (Wid of William P.)	90	17-Mar-94
Shea, Ethel (Wid of W. Raymond)	87	23-Jun-94
Snyder, Nora Gertrude (Wife of John B.)	87	07-Apr-94
Spernow, Sarah (Wid of William)	71	21-Mar-94

DEATHS
Recorded by the Town Clerk - 1994

NAME	AGE	DATE
Strom, Mona C. (Wife of John A.)	56	31-Oct-94
Sullivan, Mary Elizabeth (Wid of Walter A.)	84	28-Nov-94
Sullivan, Mary Ellen (Wid of Daniel)	94	31-Dec-94
Sullivan, Veronica (Wid of Daniel J.)	92	13-May-94
Taylor, Harry B. (Hus of Olga Poloczanska)	70	29-Apr-94
Thompson, Charles Leo (Hus of Marion Dodge)	72	23-Apr-94
Thomson, Margaret (Wid of Douglas R.)	90	25-Dec-94
Toy, Hyman (Single)	81	25-Nov-94
Walent, Winifred H. (Wife of Walter)	81	28-Aug-94
Walsh, Lillian S. (Wid of Maurice)	79	12-Sep-94
Ward, Alice Stuart (Wid of John)	83	07-May-94
Wheeler, Mary Jennie (Wife of James A.)	79	26-Mar-94
White, Eugenia E. (Wife of Edward E.)	53	27-Mar-94
Wilder, Bernard M. (Hus of Chrystalbelle Weaver)	77	09-Jan-94
Witzig, Richard W. (Single)	41	16-Jan-94

TOTAL DEATHS 1994 = 107

CITIZEN ACTIVITY APPLICATION FORM

Good Government Starts With You

If you are interested in service on a Town Committee, please fill out this form and mail to the Town Manager, 55 Main Street, Town Hall, Westford, MA 01886. The filling out of this form in no way assures appointment. All committees vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date _____

Name _____ Home Telephone _____

Address _____

Amount of Time Available _____

Interest In What Town Committee/s _____

Present Occupation _____

Education Background _____

TOWN OFFICES HELD

Date Appointed	Town Office	Term Expired
_____	_____	_____
_____	_____	_____
_____	_____	_____

Other Volunteer Positions _____

Remarks _____

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TOWN CALENDAR

Meeting notices are posted on the bulletin boards located just inside the front door on the first floor of Town Hall.

APPEALS, BOARD OF	As posted
ASSESSORS, BOARD OF	As posted
CEMETERY COMMISSION	1st Monday of month 6:00 PM
CONSERVATION COMMISSION	2nd & 4th Wed. of month 7:30 PM Library, Main Meeting Room
COUNCIL ON AGING	As posted
FAIR HOUSING COMMITTEE	As posted
FINANCE COMMITTEE	As posted
HEALTH, BOARD OF	2nd & 4th Mon. of month 7:00 PM Library, Mary Atwood Room
HOUSING AUTHORITY	2nd Thursday of month 7:00 PM Location as posted
NASHOBA VALLEY TECHNICAL HIGH SCHOOL COMMITTEE	2nd & 4th Tues. of month 7:30 PM School, Littleton Road
PLANNING BOARD	1st & 3rd Tues. of month 7:30 PM Library, Main Meeting Room
RECREATION COMMISSION	2nd & 4th Mon. of month 7:00 PM
ROUDENBUSH COMMUNITY CENTER COMMITTEE	As posted, Community Center
SCHOOL COMMITTEE	Every other Monday 7:30 PM, Westford Academy
SELECTMEN, BOARD OF	2nd & 4th Tues. of month 7:30 PM Library, Main Meeting Room
TRUSTEES, J.V. FLETCHER	1st Tuesday of month 7:30 PM J. V. Fletcher Library
WATER COMMISSIONERS	2nd & 4th Tues. of month 7:30 PM Water Dept., Forge Village Rd.
OTHER BOARD, COMMITTEES	As posted

TWO SCHOOLS OF THOUGHT - Jane Hinckley, Westford Museum Board



← The PARKERVILLE SCHOOL, at the juncture of Carlisle and Concord Roads, was built as School #5 in 1880 at the cost of \$1,179.97. This one room school served to educate the children of the Parkerville area for 49 years.

The TADMUCK SCHOOL, → known as the Westford Center Elementary school, was built in as School #1 in 1874 on a 1/4 acre lot on Boston Road, purchased for \$400. It served as a district school for 34 years. It was closed in 1908 when the William E. Frost School was opened in Westford Center. It was purchased by the Spalding Light Calvary for \$750 and served as their headquarters until given as a gift to the Tadmuck Women's Club in 1930. Its final use was as Westford's Senior Center through 1994.



These two school buildings, similar in age, now face different futures. The Parkerville School, restored by generous people, today serves as a public meeting place. The Tadmuck School building, used continuously for 120 years, now sits empty and unused, its future unknown.